# ZONE 7 WATER - STRATEGIC PLANNING VISION, MISSION, GOALS, AND VALUES DRAFT REVIEW







#### **OBJECTIVES**

- Share feedback from Board interviews
- Seek Board input and preliminary support of Vision, Mission, Values, and Goals
- Share preliminary thoughts on initiatives

#### STRATEGIC PLAN ELEMENTS

Values

#### Vision

Where the organization wants to be in the future

#### **Mission**

The purpose of the organization

#### Goals

Organization-wide desires that support achievement of the vision

Initiatives
The approaches required to achieve goals

Board

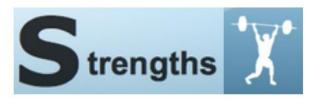


Staff

### **PROCESS**



#### JUNE 10-13 INTERVIEWS - PROCESS



- Advantages
- Capabilities
- Resources
- Assets
- People



- Market developments
- Technology
- New services
- Partnerships
- Energy
- Efficiency



- Financials
- Our vulnerabilities
- Timescales, deadlines and pressures
- Continuity
- Aging infrastructure
- Loss of skills
- Lack of competitive strength



- Environmental effects
- Politics
- Demands
- Obstacles

### BOARD SWOT FEEDBACK

- Vision
- Mission
- Values
- Goals

#### BOARD SWOT FEEDBACK - STRENGTHS

- Staff is great / "mighty" (3)
- Delegation to quality consultants
- Really well-run agency (3)
- Agency is good at prioritizing
- Very efficient Board
- Good financial management (3)
- Good community partnerships (e.g., JPAs, relationships w/ retailers)

- Good water supply reliability (3)
- Assets are in good shape
- Clean water (addressed PFAS)
- Proactive planning (3)
- Good at accessing grants (2)
- Sound flood control protection
- No real political problems

#### BOARD SWOT FEEDBACK - WEAKNESSES

- Aging infrastructure (flood, pipelines;
   AMP being developed) (3)
- Loss of skills/knowledge; continuity
- Staff development (define future needs, CS training, train on New World)
- Emergency prep/business continuity
- Need to diversify water supply
- Optimize groundwater basin use (improve basin geology understanding)

- Basin salt loading
- Water quality (PFAS)
- Energy policy program (just adopted policy)
- Communication Good job but awareness of Zone 7 still low; need to inform about pending capex
- Document Management System needs work

#### BOARD SWOT FEEDBACK - OPPORTUNITIES

- Expand water supply (4)
  - Facilitate getting water from Sites, WQ variation, Chain of Lakes
  - Potable reuse/groundwater could help manage salt; NPR is already maximized
  - Desalination
  - Conservation
- Implement Flood Control Plan (3)
- Continue to pursue grant funding (2)
- Workforce development

- Develop capex program rate impacts
- Continue outreach (capex projects)
- Upgrade model to optimize WQ, cost, supply, demand, and salt loading
- Pursue PFAS partnerships
- Keep abreast of new tech (e.g. Al)
- Implement energy policy (track regs)
- Update emergency prep plan and train

New wells

#### BOARD SWOT FEEDBACK - THREATS

- TDS in groundwater/ hardness (2)
- Storage of atmospheric rivers runoff (2)
- Water quality requirements (e.g. Cr 6, As)
- Need more supply diversity
- Renew Del Valle water rights permit allocation
- Politics
- Some legal risk; opportunities to head it off early

- Cybersecurity
- Physical security at WTPs
- Loss of staff (need for succession planning)

#### BOARD - POTENTIAL ACTIVITIES OR INITIATIVES

- Conduct periodic governance training (3)
- Review security at Agency facilities (2)
- Explore new tech (e.g. Al)
- Collaborate w/ local agencies on projects
- Develop rate impact estimates/ranges for DCP and Sites
- Conduct outreach re: business case for supply projects

- Document Management System
- Implement energy policy
- Implement Flood Control Plan
- Renew Del Valle water rights permit allocation
- Develop a comprehensive groundwater management (including treatment) strategy

#### VISION STATEMENT

General agreement on Vision

"We provide excellent water and flood protection services to enhance the quality of life, economic vitality and environmental health of the communities we serve"

#### MISSION STATEMENT - OK

General agreement on Mission

"We deliver safe, reliable, efficient, and sustainable water and flood protection services"

#### GENERAL VALUES FEEDBACK

- Combine values where possible
- Be concise
- Consider "Leadership and Service"?
- Consider Leadership and collaboration
- Consider combining Innovation / Proactivity / Nimble
- Consider combining Accountability / Respect / Appreciation
- Consider combining Integrity / Transparency?
- Add inclusivity concept

#### **VALUES**

**Transparency** – We operate carry out our mission ethically and transparently in an open and transparent fashion

Customer Service – We are prompt responsive and respectful professional, and courteous in all of our interactions

Collaboration Team – We embrace collaboration to enhance our services We collaborate and value all perspectives to improve our services, systems, and organization

Environmental Sensitivity Responsibility – "We deliver our services in an environmentally sensitive responsible manner"

(includes environmental sensitivity, energy, climate change, and stewardship)

Fiscal Responsibility – We We are committed to ensuring the responsible management of public funds, adhering to the highest standards of accountability and efficiency productively operate in a productive, cost effective, and efficient manner.

#### **VALUES**

**Leadership Innovation** – We cultivate leaders and expect our agency to lead and innovate through innovation creativity, and collaboration and ingenuity

Integrity – We maintain the highest ethical standards and value open and honest communications

**Leadership** – We maintain a diverse team of highly skilled professionals devoted to honest and accountable stewardship of resources

**Proactivity** – We proactively address issues and embrace continuous improvement

**Safety** – We are committed to public and employee safety

#### DRAFT FINAL VALUES

**Transparency** – We carry out our mission ethically and transparently

Service – We are responsive and professional

**Team** – We collaborate and value all perspectives to improve our services, systems, and organization

**Environmental Responsibility – "**We deliver our services in an environmentally responsible manner" (this includes environmental sensitivity, energy, climate, and stewardship concepts)

**Fiscal Responsibility** – We are committed to ensuring the responsible management of public funds, adhering to the highest standards of accountability and efficiency

**Leadership** – We cultivate leaders and expect our agency to lead and innovate

Safety – We are committed to public and employee safety

#### BOARD FEEDBACK — GOALS

# **NEW GOAL H: PROFESSIONAL WORKFORCE:** Preferred employer for skilled, motivated, and professional staff

- Pull personnel related topics out of Effective Operations Goal (include succession planning, skills training, safety, mentoring, supervisor training)
- Preferred employer for high quality professional staff

#### GENERAL FEEDBACK

- Do acronym check for final doc; simplify
- Final 2020 document language delete Flood Control language "returning" flood protection to Alameda Co; they never had it.

## KEY DATES

Board kickoff presentation	May 1
Conduct kickoff meeting with Management	May 13
Conduct Board and Management interviews	June 10-13
SWOT meetings with Staff	June 26-27
Conduct Strategic Planning meeting with Management Team	Aug 13
Conduct Board Strategic Plan workshop	Sept 25
Conduct Management Team workshop (craft initiatives)	Oct 15
Present Strategic Plan to Board for comment/adoption	Nov 20

# QUESTIONS





