



2025-2029
**5-YEAR
STRATEGIC PLAN**

TABLE OF CONTENTS

<i>MESSAGE FROM THE BOARD PRESIDENT</i>	3
<i>MESSAGE FROM THE GENERAL MANAGER</i>	4
<i>STRATEGIC PLAN INTRODUCTION AND PROCESS</i>	6
<i>ZONE 7 VISION AND MISSION</i>	7
<i>ZONE 7 VISION</i>	7
<i>ZONE 7 VALUES</i>	8
<i>ZONE 7 GOALS</i>	9
<i>ZONE 7 INITIATIVES</i>	10
<i>GLOSSARY</i>	26

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MESSAGE FROM THE BOARD PRESIDENT

On behalf of the Board of Directors of the Zone 7 Water Agency (Zone 7), welcome to our 2025-2029 Strategic Plan.



On June 18, 1957, *Livermore-Amador Valley* voters overwhelmingly approved creation of Zone 7 in order to place under local control, through a locally elected board of directors, the vital matters of flood protection and water resource management in eastern Alameda County.

Zone 7 supplies treated drinking water to retailers serving over 270,000 people in Pleasanton, Livermore, Dublin and, through special agreement with the Dublin San Ramon Services District, to the Dougherty Valley area and supplies untreated water for irrigation of 3,500 acres, primarily South Livermore Valley vineyards. Zone 7 also owns and maintains 37 miles of local flood-protection channels, about a third of all the Valley's channels and creeks. The remaining channels are owned either privately or by other public agencies that are responsible for their maintenance.

The past several years have tested the Agency with extreme droughts and unprecedented floods, yet our Agency continues to provide exceptional water quality and reliable services. Amid climate change uncertainties, our focus remains on ensuring water supply and flood protection resilience. This Strategic Plan is our blueprint for how we will continue to provide high quality service as we address numerous challenges. Some of these challenges include incorporating climate change into water supply and flood protection planning, addressing water quality and energy regulations, maintaining and replacing aging water and flood protection infrastructure and maintaining an excellent workforce.

The Board and staff of Zone 7 have updated their 5-Year Strategic Plan to guide the Agency in the coming years. The Strategic Plan is designed to support our vision to *provide excellent water and flood protection services to enhance the quality of life, economic vitality, and environmental health of the communities we serve*. This vision will be accomplished by fulfilling the mission of Zone 7 to: *deliver safe, reliable, efficient, and sustainable water and flood protection services*.

Dennis H Gambs

Dennis Gambs, Board President

MESSAGE FROM THE GENERAL MANAGER

I am pleased to lead the Zone 7 team as we embark on our next 5-year strategic plan. In the previous 5-year plan, the Zone 7 team made significant progress while dealing with the COVID-19 pandemic, supply chain challenges, inflation, and weather whiplash that resulted in drought conditions and significant winter storm damage. In addition, we have been on top of the per- and polyfluoroalkyl substances (PFAs) situation and have been a leader in Northern California in PFAs management. We couldn't have accomplished this without a highly committed team of high-quality and dedicated staff.



In this 2025-2029 Strategic Plan, the Board has identified Zone 7's strategic goals and staff are committed to achieving them. Some of the key areas we will address include:

- Valuing, investing in, and maintaining a high-quality workforce
- Continued investment in long-term water supply reliability
- Assessing and investing in our Zone 7 infrastructure to ensure reliable water supply to our customers
- Developing a Flood Management Plan that incorporates climate change into our flood protection planning and strategy

As stated above, we couldn't do what we do without an excellent workforce. The Agency must continually recognize and appreciate our employees. Engagement and professional development activities will be a priority in the 5-year plan.

For long-term water supply reliability, Zone 7 has been participating in several planning efforts including the Delta Conveyance Project, Sites Reservoir, a local potable reuse proposal and the Chain of Lakes Conveyance System. The first two projects will likely finish the permitting process in the next five years and will require a permanent decision by Zone 7 on participation. We will need to understand how each project fits into our water supply portfolio and the significant financial investments required.

Our water system infrastructure is a combination of aging infrastructure and new facilities. We must proactively plan to continually review, assess and maintain our aging and expanding infrastructure. We will monitor and assess emerging technologies to help with these efforts and make operations as efficient as possible. We will also need to address energy resiliency in an increasing volatile and regulated energy environment.

A robust Flood Management Plan is anticipated to be completed in the 5-year window including programs and projects to reduce flood risk. Similar to water supply resiliency, this will require significant financial investments. We must demonstrate to our customers that we operate Zone 7's systems efficiently and effectively and communicate to them the value of water.

As General Manager, I have the privilege and responsibility to manage a talented and dedicated staff who will bring this plan to life and meet our commitments to the community we serve.

Valerie L. Pryor

Valerie Pryor, General Manager

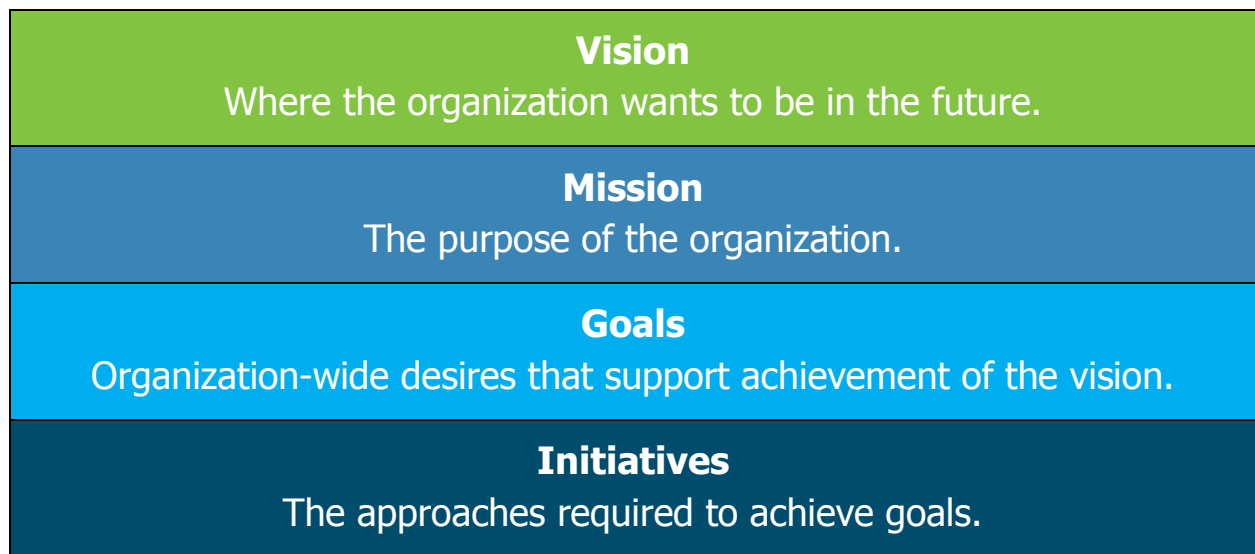
STRATEGIC PLAN INTRODUCTION AND PROCESS

The 5-year Strategic Plan is intended to establish the framework for addressing these challenges to maintain reliable and high-quality water and flood protection service to Livermore-Amador Valley.

The Strategic Plan was developed through a collaborative process with the Board of Directors, management and staff. The planning consultant interviewed each of the 7 Board members regarding their perspectives on the future challenges for Zone 7. These interviews were followed by a management workshop. Four workshop sessions with the employees and supervisors mined key strengths, weaknesses, opportunities, and threats facing the Agency. The Board discussed the strategic challenges facing Zone 7 and refined a vision, mission, and set of goals for the 5-Year Strategic Plan at a Board workshop in September 2024. Based upon Board direction and staff input, the management team then developed “initiatives” to achieve each of these goals. The Strategic Plan will be funded through the budget process and progress tracked, reevaluating the plan regularly to adjust as conditions warrant. The Board of Directors reviewed and accepted the 2025-2029 Strategic Plan on November 20, 2024.

The Strategic Plan is structured in a supporting fashion: the Initiatives support the Goals, which support the Mission and achievement of the Vision as depicted in Figure 1.

Figure 1: Hierarchy of Strategic Plan Elements



Initiatives are planned for each goal area of the Strategic Plan.

ZONE 7 VISION AND MISSION

Zone 7's Vision statement reflects a legacy of service and establishes a high bar for continuing this service. The Vision statement represents the aspirations of Zone 7 as follows:

ZONE 7 VISION

“Provide excellent water and flood protection services to enhance the quality of life, economic vitality, and environmental health of the communities we serve.”



Zone 7 has established the following mission statement to guide decision making on behalf of the customers and communities we serve:

ZONE 7 MISSION

“Deliver safe, reliable, efficient, and sustainable water and flood protection services.”

ZONE 7 VALUES

*"Our shared values guide all our actions."
Valerie Pryor, General Manager*

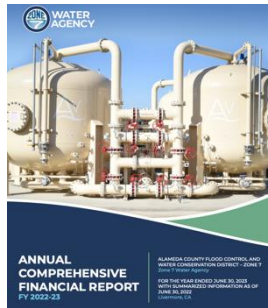


Team

We collaborate and are inclusive, valuing all perspectives to improve our services, systems, and organization.

Service

We are responsive, respectful, and professional.



Fiscal Responsibility

We are committed to ensuring the responsible and transparent management of public funds, adhering to the highest standards of accountability and efficiency.

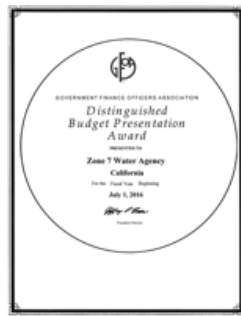


Safety

We are committed to public and employee safety.

Transparency

We carry out our mission ethically and transparently, and with integrity.



Environmental Responsibility

We deliver our services in an environmentally responsible manner considering the energy, climate, people, and natural resource stewardship.

Leadership

We cultivate leaders and expect our agency to proactively lead and innovate.

ZONE 7 GOALS

Zone 7 is focused on eight goal areas that support our vision and mission.



ZONE 7 INITIATIVES

Major Strategic Plan Initiatives that are planned to be undertaken in the next 5 years support each of the stated Goals. The funding of Initiatives will occur through the normal budget process and progress on funded Initiatives will be regularly reported to the Board of Directors. The Initiatives are described below.

In·i·ti·a·tive

noun

1. The ability to assess and initiate things independently: "use your initiative, imagination, and common sense"
2. The power or opportunity to act or take charge before others do



Professional Workforce

PREFERRED EMPLOYER FOR SKILLED, MOTIVATED, AND PROFESSIONAL STAFF

Initiative #1 – Maintain a high-quality workforce to meet current and future needs and challenges

Initiative Description – This initiative includes programs and activities designed to attract and retain top talent and demonstrate our commitment to continuous improvement to ensure the workforce remains well-positioned to perform the functions required of Zone 7. This initiative also seeks to enhance opportunities for collaboration and teamwork.

Anticipated Activities – Key activities are anticipated to include:

- Maintain programs that foster employee engagement and encourage a supportive, inclusive, and respectful workforce culture
- Continue to conduct classification studies to assess overall organizational structure and identify paths for career progression
- Continue to conduct compensation studies to ensure salaries are competitive



- Review the organizational structure to ensure current market and/or internal structure alignment is attained
- Explore best practices and opportunities to assist employees in achieving work/life balance
- Review Summer Internship Program

Initiative #2 – Enhance professional development approach to maintain workforce

Initiative Description – Zone 7 depends on a professional and capable workforce. This initiative is designed to ensure employees are equipped with the tools to succeed in their roles and have the opportunity to gain new skills through continuing education and training.

Anticipated Activities – Key activities are anticipated to include:

- Develop a Comprehensive Personnel Manual
- Develop a Comprehensive Training Program
- Identify opportunities for employee development
- Review role-specific onboarding process
- Assess performance management program



Initiative #3 – Streamline workforce management processes.

Initiative Description – This initiative will review and upgrade Human Resources technology connecting employees and workflow processes to support daily operations, help reduce compliance risk and improve employee engagement.

Anticipated Activities – Key activities are anticipated to include:

- Review and automate Human Resources processes
- Explore virtual orientation sessions
- Implement role-specific training and tracking

Initiative #4 – Revamp Safety Program

Initiative Description – Zone 7 depends on a safety culture of excellence to protect our workforce and the community we serve. This Initiative consists of continuing

ongoing safety efforts to meet our obligations and regulatory requirements. In addition, Zone 7 will perform a comprehensive safety program review and gap assessment to identify modifications to practices and new initiatives needed to ensure safety of staff and the public.

Anticipated Activities – Key activities are anticipated to include:

- Comply with all health and safety regulations
- Maintain an effective safety program
- Use Environmental Health and Safety Assessment to set new plan for improving safety culture
- Provide job-specific safety training to all employees
- Maintain an effective safety committee program
- Implement improvements and updates as appropriate



RELIABLE WATER SUPPLY AND INFRASTRUCTURE

PROVIDE CUSTOMERS WITH RELIABLE WATER SUPPLY AND INFRASTRUCTURE

Initiative #5 – Develop a diversified water supply plan and implement supported projects and programs

Initiative Description – The Zone 7 portfolio is highly dependent on water supplies conveyed through the Delta, primarily from the State Water Project. The Delta’s ability to divert water has become increasingly unreliable due to aging levees, earthquake risk, climate change, and increasingly stringent regulations resulting from declining ecosystem conditions. As Zone 7 considers a number of new water supply and storage projects, the Agency will endeavor to establish a diversified water supply and storage portfolio that focuses on local storage and supplies.

Anticipated Activities – Key activities are anticipated to include:

- Extend Arroyo Valle water rights permit and secure a license
- Continue exploring water supply reliability programs (including Sites Reservoir, Delta Conveyance Project, Chain of Lakes Conveyance System, and potable reuse)

- Complete a demand study and the 2025 Urban Water Management Plan
- Manage the water supply portfolio using the water supply risk model
- Develop a robust water transfer program
- Evaluate and extend groundwater banking programs
- Update the Water Supply Evaluation as appropriate

Initiative #6 – Continue to effectively implement infrastructure projects in the Water System Capital Improvement Plan (CIP)

Initiative Description – Robust infrastructure is critical to providing a safe and reliable supply of water. Existing infrastructure must be maintained, upgraded, and replaced to ensure reliable operations and new infrastructure must be implemented to serve increasing demand and to meet future water quality regulations. Ongoing investment in administrative and maintenance facilities are needed to provide safe, professional workspaces for office and field staff and to manage inventories. This initiative documents how Zone 7 will continue to update and implement its CIP and the Asset Management Program (AMP) to meet Zone 7’s water infrastructure resilience, reliability and operational needs and to define the funding plan.



Anticipated Activities – Key activities are anticipated to include:

- Implement capital projects in the CIP
- Continue to assess existing infrastructure and regularly update the AMP and CIP to prioritize infrastructure improvements
- Complete a Transmission System Planning Update and maintain a Zone 7 system hydraulic model
- Update the Del Valle Water Treatment Plant Master Plan
- Complete planned improvements to facilities and administrative buildings at water treatment plants
- Plan and implement maintenance facility improvements to provide safe, professional workspaces and manage equipment and material inventories
- Initiate a pipeline inspection program to support infrastructure investment prioritization

- Implement a check valve project on the South Bay Aqueduct to ensure reliability at Del Valle Water Treatment Plant



SAFE WATER

PROVIDE CUSTOMERS WITH SAFE WATER IN AN ENVIRONMENTALLY RESPONSIBLE MANNER

Initiative #7 – Meet or surpass all drinking water health and safety requirements

Initiative Description – Zone 7 is committed to providing water that is safe to drink. As a water wholesaler for the Valley, Zone 7 collaborates with its retailers, communicates with its customers, implements internal water quality goals that surpass State and federal primary standards by at least a margin of 20%, monitors water quality at production facilities and in the transmission system, and prepares a bi-annual water quality management plan update. This ensures the water Zone 7 delivers is safe to drink. This initiative describes how Zone 7 will continue to provide high quality water.



Anticipated Activities – Key activities are anticipated to include:

- Meet all regulatory requirements for monitoring, reporting and compliance
- Operate treatment and field facilities to ensure compliance at all times
- Monitor and adjust operations to meet Zone 7 water quality goals
- Monitor and assess emerging regulations and engage in professional organizations
- Conduct a cross-connection control study and propose a cross-connection control policy
- Prepare the Consumer Confidence Reports and other outreach and educational materials



Initiative #8 – Continue evaluating the Chain of Lakes Conveyance System Project

Initiative Description – Initial studies confirmed the opportunity to convey and store water in existing Zone 7-owned Chain of Lakes (Lake I and Cope Lake) to increase groundwater recharge and significantly enhance Zone 7’s dry-year and emergency water supply portfolio. This project consists of planning and constructing conveyance facilities between the lakes and the South Bay Aqueduct at the Del Valle Water Treatment Plant and other improvements to enable Zone 7 to fill, store and draw water when needed. This initiative includes activities to continue planning and conducting technical and economic analyses to support an informed decision and to initiate project implementation.

Anticipated Activities – Key activities are anticipated to include:

- Complete the feasibility study including benefit-cost analysis
- Prepare a Project Work Plan to identify resources and schedule
- Initiate outreach, environmental documentation, land acquisition, and permits
- Initiate detailed design and field investigations
- Develop a funding strategy including grant opportunities

Initiative #9 – Implement the PFAs Management Strategy

Initiative Description – EPA announced the final National Primary Drinking Water Regulation for six per- and polyfluoroalkyl substances (PFAs) in April 2024. Zone 7 has been at the forefront of monitoring and treatment for PFAs in groundwater, removing multiple wells from service when trace levels were first detected. Monitoring and treatment programs are continuing, and additional treatment is anticipated at some wells.

Anticipated Activities – Key activities are anticipated to include:

- Track regulatory activity
- Implement the PFAs monitoring program
- Continue making PFAs data and information available to retailers, regulatory agencies, and the public
- Optimize blending and treating
- Continue the water quality protection through well permitting

- Develop well-head PFAs treatment facilities as appropriate and operate the available facilities to pump and treat PFAs from the basin
- Evaluate and add new wells in Bernal subbasin to diversify the water supply sources



Initiative # 10 – Implement Mocho Wellfield PFAs Treatment Project

Initiative Description: Zone 7 continues to adaptively modify operations and construct treatment facilities to deliver water that meets PFAs regulations in advance of the 2029 compliance date. Presence of PFAs in the Mocho Wellfield has reduced production capacity and constrained the Mocho Groundwater Demineralization Plant operation. This initiative will implement the Mocho Wellfield PFAs Treatment Facility to restore Zone 7’s water supply reliability and position Zone 7 to meet anticipated future PFAs waste discharge regulations.

Anticipated Activities – Key activities are anticipated to include:

- Complete studies to optimize PFAs treatment and Mocho Wellfield production
- Conduct outreach and complete environmental documentation and land acquisition
- Prepare designs to support the implementation of the Mocho Wellfield PFAs treatment facility
- Construct the Mocho PFAs treatment facility



GROUNDWATER MANAGEMENT

WE MANAGE AND PROTECT THE GROUNDWATER BASIN AS THE STATE-DESIGNATED GROUNDWATER SUSTAINABILITY AGENCY

Initiative #11 – Manage the Groundwater Sustainability Agency and implement the Groundwater Sustainability Plan

Initiative Description – Zone 7 has managed the Livermore Valley Groundwater Basin for more than 50 years. Sustainable groundwater management has been accomplished by replenishing pumped groundwater with imported surface water from the South Bay Aqueduct. Because of its long history with replenishing the Basin, Zone 7 was designated as the exclusive Groundwater Sustainability Agency for the basin in the Sustainable Groundwater Management Act enacted by the State Legislature in 2014. This initiative consists of administering the groundwater program and implementing the basin’s Alternative Groundwater Sustainability Plan.

Anticipated Activities – Key activities are anticipated to include:

- Continue complying with the California Water Code § 10720 (Sustainable Groundwater Management Act) and the California Code of Regulations § 350 (Groundwater Sustainability Plan regulations)
- Implement the Livermore Valley Groundwater Basin Alternative Groundwater Sustainability Plan and associated management actions
- Diversify groundwater resources
- Update groundwater models
- Update the Well Master Plan
- Update well permitting process and ordinance
- Develop an integrated Basin Water Quality Management Plan
- Study and refine knowledge of the groundwater basin
- Develop and implement the Regional Wells Project



EFFECTIVE FLOOD PROTECTION
 PROVIDE AN EFFECTIVE SYSTEM OF FLOOD PROTECTION

Initiative #12 – Complete the Flood Management Plan

Initiative Description – Zone 7 is in the process of developing a Flood Management Plan (FMP) that addresses climate change and changing regulatory requirements. The guiding principles goals and principles of the FMP were established in 2022. This initiative focuses on assessing the performance of existing facilities using historical and projected future storm events, to identify projects alternatives and maintenance

practices to improve performance, prepare an asset management plan, and establish a capital improvement program. The assessments will include economic-analysis of costs and benefits under the various scenarios, stakeholder engagement, and policy-level input on objectives, criteria and ultimate direction.

Anticipated Activities – Key activities are anticipated to include:

- Complete a system evaluation
- Update the hydraulic and hydrologic models as required
- Complete the FMP
- Implement robust stakeholder engagement for the FMP
- Prepare an asset management plan for the flood protection facilities
- Define a prioritized FMP capital improvement program
- Prepare a funding plan



Initiative #13 – Continue to repair and maintain the flood protection facilities

Initiative Description – Initiative Description: Zone 7 manages approximately 37 miles of flood channels in the Tri-Valley area. Maintaining flood channel facilities and reducing flood risk involves preventative and reactive maintenance and implementing repairs to areas damaged during high-flow storm events. This initiative describes Zone 7’s commitment to maintaining these channels for flood protection and watershed stewardship.

Anticipated Activities – Key activities are anticipated to include:

- Conduct pre- and post-storm season inspections
- Conduct pilot study on performance standards in a pilot reach
- Maintain flood channel integrity and access by addressing bank erosion and other damage due to storm
- Assess sediment and vegetation accumulation
- Prioritize capital and maintenance projects



- Apply for federal and state assistance for storm disaster repairs
- Seek approval of programmatic environmental permits to streamline routine maintenance activities.



EFFECTIVE OPERATIONS

PROVIDE THE AGENCY WITH EFFECTIVE LEADERSHIP, ADMINISTRATION, AND GOVERNANCE

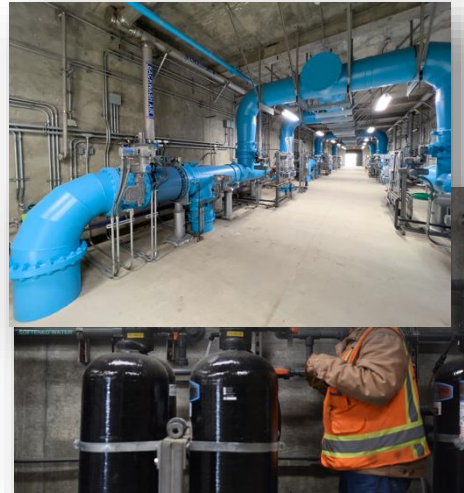
Initiative #14 – Implement Computerized Maintenance Management System (CMMS) and Establish a Proactive Maintenance Program

Initiative Description – The goal is to implement the tools, training and process that enable a transition from a reactive to a proactive maintenance program approach. Zone 7 took a major step toward this goal through procurement of a CMMS that provides the structure and data and resource management that will guide maintenance activities and decisions. This initiative aims to enhance asset reliability, reduce unplanned downtime,

optimize maintenance resources, and extend asset life while ensuring regulatory compliance.

Anticipated Activities – Key activities are anticipated to include:

- Build the CMMS
- Procure services to support development and implementation of CMMS
- Hire CMMS program leader to support adoption and management of CMMS
- Establish practices, procedures and procure devices to ease staff adoption
- Provide staff training and certification in the tools, software and approach to Proactive Maintenance Program
- Develop key performance metrics to define Proactive Maintenance Program goals



Initiative #15 – Develop and Implement an Energy Master Plan

Initiative Description – The goals of the Energy Master Plan are to formalize Zone 7's energy strategy by understanding baseline conditions in terms of energy sources, uses, costs, and related emissions. An Energy Policy was adopted in 2024 to guide related decisions about where and how to make energy-related investments. A planning document that identifies and prioritizes potential energy projects, programs, and activities will be developed based on that policy.

Anticipated Activities – Key activities are anticipated to include:

- Identify key projects to be implemented as part of the Energy Master Plan
- Evaluate feasibility of installing floating solar at Chain of Lakes
- Implement California Air Resources Board clean fleet regulations (including charging station strategy)



Initiative #16 – Develop and Implement a Security Plan

Initiative Description: Continuous updates and security system modernization is needed at water production and administrative facilities to protect operational integrity and facilities, and to keep staff safe. This initiative includes assessing security features at Zone 7 facilities, including lock and key management, applying electronic entry where possible, installing security cameras where needed, maintaining perimeter security and ensuring cyber security. This initiative will identify and implement improvements to meet industry standards for security and to protect staff.



Anticipated Activities – Key activities are anticipated to include:

- Assess existing levels of security at Zone 7 facilities and identify improvements
- Implement security improvement projects to meet industry standards for security
- Continue to maintain up-to-date cyber security

Initiative #17 – Update the Emergency Preparedness Program

Initiative Description: This initiative describes the activities Zone 7 will perform to update and keep current its emergency preparedness programs. Emergency preparedness and response planning are critical to maintain operations during emergencies ranging from small pipeline breaks to pandemics, water supply shortages, and large-scale natural disasters. Staff will update and modernize key elements of the Emergency Preparedness Program consistent with the National Incident Management System and Incident Command Structure, and ensure staff are trained and routinely exercise the Emergency Response Plan. Staff will continue participation in County Emergency Managers Association and retailer customer operations coordination and exercises to maintain consistency with industry standard practices for emergencies.

Anticipated Activities – Key activities are anticipated to include:

- Complete the 2025 Risk and Resilience Assessment and Emergency Response Plan updates
- Procure emergency response equipment
- Conduct regular emergency response training and exercise the emergency operations center annually

- Clarify staff emergency response roles and responsibilities and provide training
- Identify and implement improvements to the emergency operations center and communications systems
- Pursue interagency emergency preparedness training and exercises



Initiative #18 – Assess adoption of new technologies

Initiative Description – Advances in technology and software present opportunities for Zone 7 to improve business processes. This initiative will track and implement appropriate technologies.

Anticipated Activities – Key activities are anticipated to include:

- Track, assess, and, where appropriate, implement emerging technologies
- Develop and implement an agency-wide strategy for document management
- Ensure proper training for current and future technology and system implementation





STAKEHOLDER ENGAGEMENT

ENGAGE OUR STAKEHOLDERS TO FOSTER UNDERSTANDING OF THEIR NEEDS, THE AGENCY, AND ITS FUNCTIONS

Initiative #19 – Communications Program

Initiative Description – This initiative underscores Zone 7’s commitment to operating with openness and transparency. Effective communication is essential for serving the community, maintaining trust, and reinforcing our dedication to customer service and integrity.

Anticipated Activities – Key activities are anticipated to include:

- Continue to manage and enhance Zone 7’s communications programs
- Develop and update narratives, key messages, and materials as needed
- Develop and provide proactive updates and information to the community on major projects and key initiatives
- Maintain and strengthen Zone 7’s outreach and school program
- Conduct outreach to promote the business case for water supply reliability investments
- Continue public education and awareness campaigns on water conservation, flood preparedness, sustainable practices, and water quality, refining strategies as necessary
- Continue leveraging social media, Agency websites, and digital tools for real-time updates and community engagement, adjusting approaches based on trends and performance
- Continue monitoring performance metrics for communications, using data to refine strategies and improve outreach effectiveness



Initiative #20 – Pursue opportunities for interagency cooperation

Initiative Description – Continue effective coordination and partnership among federal, state, regional, retailers, and other local agencies.

Anticipated Activities – Key activities are anticipated to include:

- Facilitate legislative briefings for state and local elected officials to pursue areas of common interest
- Engage in advocacy on significant issues affecting the service area
- Coordinate with federal, state, and local jurisdictions to explore opportunities to collaborate on water resources issues including sharing information and participating in cooperative funding agreements
- Coordinate with retailers on operational activities, emergencies, and potential capital projects



FISCAL RESPONSIBILITY

OPERATE THE AGENCY IN A FISCALLY RESPONSIBLE MANNER

Initiative #21 – Continue to effectively manage financial resources

Initiative Description – This initiative consists of managing financial resources in a prudent manner that maintains Zone 7 systems, provides reasonable rates to the community, and demonstrates good stewardship of public funds.

Anticipated Activities – Key activities are anticipated to include:

- Develop rate impact estimates/ranges for water supply reliability investments
- Update and maintain the long-range finance plan
- Meet debt coverage and bond covenants

- Maintain a high bond rating
- Maintain target levels of reserves
- Provide quarterly and annual financial reports to the Finance Committee and Board
- Continue to evaluate Zone 7's unfunded pension and other post-employment benefits liabilities and make annual contributions to the pension trust fund in accordance with policy
- Continue to conduct an annual audit

Initiative #22 – Track state and federal funding opportunities

Initiative Description – Applying for state and federal funding offers an opportunity to augment project budgets and offset local costs.

Anticipated Activities – Key activities are anticipated to include:

- Continue to track and pursue available state and federal funding opportunities
- Continue to track funding opportunities for which Zone 7 applies and/or receives funding



GLOSSARY

The following key terms are used in this Strategic Plan:

Goal – Zone 7’s commitment to the community it serves.

Initiative – Measurable work activity that, when accomplished, will directly lead to achieving the Goal.

Mission – The primary reason(s) for the existence of the organization.

Strategic Plan – A structured plan for Zone 7 to achieve its goals.

SWOT Analysis – Description of strengths, weaknesses, opportunities, and threats to identify areas of focus in the Strategic Plan.

Values – Non-negotiable standards that the staff and the Board believe in and embody how they will act individually and as an organization.

Vision – What Zone 7 aspires to become.

Board of Directors

Dennis Gambs, President
Dawn Benson, Vice President
Catherine Brown
Sandy Figuers
Laurene Green
Kathy Narum
Sarah Palmer

Executive Team

Valerie Pryor, General Manager
Chris Hentz, Assistant General Manager - Engineering, Operations & Maintenance
Osborn Solitei, Treasurer/Assistant General Manager - Finance
Carol Mahoney, Government Relations Manager
Ken Minn, Water Resources Manager

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Ed Means, President, Means Consulting LLC