



DUBLIN SAN RAMON SERVICES DISTRICT
Board of Directors

NOTICE OF SPECIAL MEETING WORKSHOP

TIME: 4 p.m.

DATE: Tuesday, March 7, 2017

PLACE: General Manager's Conference Room
7051 Dublin Boulevard, Dublin, CA

AGENDA

Our mission is to provide reliable and sustainable water and wastewater services to the communities we serve in a safe, efficient and environmentally responsible manner.

1. CALL TO ORDER
2. PLEDGE TO THE FLAG
3. ROLL CALL – Members: Duarte, Halket, Howard, Misheloff, Vonheeder-Leopold
4. PUBLIC COMMENT (MEETING OPEN TO THE PUBLIC)
At this time those in the audience are encouraged to address the Board on any item of interest that is within the subject matter jurisdiction of the Board and not already included on tonight's agenda. Comments should not exceed five minutes. Speakers' cards are available from the District Secretary and should be completed and returned to the Secretary prior to addressing the Board. The President of the Board will recognize each speaker, at which time the speaker should proceed to the lectern, introduce him/herself, and then proceed with his/her comment.
5. BOARD BUSINESS
 - 5.A. Strategic Plan Workshop
Recommended Action: Discuss Priorities for the 2017 - 2022 Strategic Plan (Sixth Edition)
6. ADJOURNMENT

All materials made available or distributed in open session at Board or Board Committee meetings are public information and are available for inspection at the front desk of the District Office at 7051 Dublin Blvd., Dublin, during business hours, or by calling the District Secretary at (925) 828-0515. A fee may be charged for copies. District facilities and meetings comply with the Americans with Disabilities Act. If special accommodations are needed, please contact the District Secretary as soon as possible, but at least two days prior to the meeting.



TITLE: Strategic Plan Workshop

RECOMMENDATION:

Staff recommends the Board of Directors receive a presentation on Strategic Plan priorities developed by the Leadership Team, discuss the Board priorities for the sixth edition of the Strategic Plan (2017 – 2022), and give direction on the Strategic Plan to staff.

SUMMARY:

In January the Board approved a schedule for a major update of the District’s Strategic Plan, and directed that the sixth edition of the Strategic Plan be streamlined. The objective would be to make the Strategic Plan a more focused, effective “big picture” tool for communicating with staff throughout the organization. Moreover, the Strategic Plan would emphasize the thematic linkages of priorities across all departments, to help focus and unify efforts across the District.

The Leadership Team (consisting of the District’s executive managers and the District’s mid-managers) has developed some preliminary concepts for the Strategic Plan for the Board’s review and comment. A copy of concepts for the Strategic Plan is included as Attachment 1. For comparison, the currently adopted fifth edition of the Strategic Plan is included as Attachment 2.

As currently drafted, the sixth edition of the Strategic Plan consists of eight major goals and 12 focused milestones. This compares with the adopted fifth edition of the Strategic Plan, which consists of 22 goals and 119 work tasks. Staff proposes that a number of critical recurring tasks from the approved fifth edition of the Strategic Plan, which are not of strategic importance, be included as part of a separate Administrative Recurring Task list that is maintained by staff. Examples of these critical (but non-strategic) tasks include: rate studies, budgets, election activities, operational permit renewals, contract negotiations, community outreach activities, loading data into the asset management model, making annual reports to the Board, and fee studies. Although these items will no longer be carried forward in the Strategic Plan, some will be shown in the FY 2018 and FY 2019 operating budget as specific divisional annual goals. Thus, the Board will still review the major annual work programs as part of the Board’s review of the operating budget in May.

Staff will make a presentation on the Strategic Plan concepts developed thus far, and receive comment and direction from the Board for the following:

- Items to be re-worded or clarified
- Items to be significantly revised
- Items to be added
- Items to be deleted

Per the Board approved schedule, staff will return to the Board on April 4 with a fully developed Strategic Plan in accordance with the Board’s direction at this workshop. Moreover, on April 4 the Board will be apprised of those resources that will be necessary in the upcoming operating and capital budget process to implement the Strategic Plan.

The final approval of the Strategic Plan is scheduled for May 16, concurrently with the Board’s workshop for the proposed FY 2018 and FY 2019 operating and capital budgets.

Originating Department: Executive Services		Contact: D. McIntyre	Legal Review: Not Required
Cost: \$0		Funding Source: N/A	
Attachments: <input type="checkbox"/> None <input type="checkbox"/> Staff Report <input type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <input type="checkbox"/> Task Order <input type="checkbox"/> Proclamation <input checked="" type="checkbox"/> Other (see list on right)		Attachment 1 – 2017 DRAFT Strategic Plan Attachment 2 – 2015 Adopted Strategic Plan (Fifth Edition)	
			2 of 35

2017 DRAFT STRATEGIC PLAN

MISSION STATEMENT, VISION STATEMENT, GOALS

Mission Statement: Our mission is to provide reliable and sustainable water, recycled water, and wastewater services to the communities we serve in a safe, efficient, and environmentally responsible manner.

Vision Statements:

- A. We will enhance our resiliency in our capabilities in the face of staffing transitions.
- B. We will be proactive in maintaining financial stability and sustainability.
- C. We will use technology to improve operations and efficiency.
- D. We will continue as an economically prudent innovation leader in the water, wastewater, and recycling industry.
- E. We will be a leader in engendering productive collaborations and partnerships in the Tri-Valley.
- F. We will develop a more reliable water supply for the communities we serve.

Strategic Goals and Action Items:

1. Develop a fully integrated Asset Management Program as the backbone of a cohesive business management strategy:
 - Integrate CIP planning and operations/maintenance activities to optimize life-cycle costs.
 - Develop long-term financial models.
 - Continuously match District staffing to business needs, reallocating resources as necessary to address new challenges and opportunities.
2. Develop and maintain a highly qualified workforce to ensure a continuously high performing organization with sufficient resilience and redundancy to thrive in the face of staffing transitions.
3. Work collaboratively with other agencies in the Tri-Valley to improve service quality and efficiency:
 - Explore creative service delivery strategies, including expanded use of the Tri-Valley Reciprocal Services Agreement.

4. Revitalize and renew our business practices and procedures:
 - Fully utilize information technology tools available to us and make additional financial investment in information systems.
 - Update our financial, human resources, safety, and operational practices and procedures.
5. Enhance our ability to respond to emergencies and maintain business continuity.
6. Develop and implement an integrated recycled and potable water program that meets the objectives of the District's water supply policy:
 - Complete a feasibility study for a Tri-Valley advance purification project and implement a joint Tri-Valley strategy.
 - Obtain new recycled water sources to meet long-term demands.
 - Develop strategy for balancing limited water resources to appropriately balance classic recycled water and advanced purified water needs.
 - Complete a 2020 Urban Water Management Plan that creates a blueprint for improving long-term water supply reliability.
 - Cooperate with our partners in the Tri-Valley in development of further water recycling.
7. Aggressively develop an electronic records management program.
 - Achieve milestones in the implementation of an ECMS and related systems (**NOTE: Milestones to be developed**).
8. Diversify our bio-solids management practices to address economic opportunities and regulatory challenges.



Dublin San Ramon
Services District

Water, wastewater, recycled water



**STRATEGIC
PLAN**
FYE 2016 - 2020
Investing for Reliable
and Sustainable Service

Table of Contents



Development Team	2
Introduction	2
Elements of the Strategic Plan	3
Mission, Vision, and Core Values.....	4-5
Goals, and Work Plans	
1.0 Finance and Personnel.....	6-10
2.0 Water Resources	11-17
3.0 External Affairs.....	18-21
<i>Appendix A</i> District Map.....	22
<i>Appendix B</i> Code of Ethics.....	23
<i>Appendix C</i> Glossary of Acronyms	24
<i>Appendix D</i> Resolution No. 23-13	25-26
Resolution No. 5-16	27-28

Introduction

Strategic Plan

FYE 2016 - 2020



Development Team

Board of Directors

D.L. (Pat) Howard,
President

Richard M. Halket,
Vice President

Edward R. Duarte,
Director

Madelyne (Maddi) Misheloff,
Director

Georgean M. Vonheeder-
Leopold, Director

District Management Team

John Archer,
Interim General Manager
Administrative Services Manager

Daniel McIntyre, PE,
Engineering Services Manager

Dan Gallagher,
Operations Manager

A strategic plan enables an organization to set clear direction over all operational aspects of its mission. The Dublin San Ramon Services District Strategic Plan serves as a framework for decision making over a five-year period. It outlines the fundamental decisions that shape what the District plans to accomplish and sets a rational course of action. At its highest level, the Strategic Plan seeks to strengthen and build upon opportunities while addressing areas of concern.

In 2008, the District retained the services of BHI Management Consulting (BHI) to facilitate and coordinate the development of a Strategic Plan for fiscal years ending (FYE) 2009-2013. This biannual update represents the fifth edition of that plan. It includes a Strategic Work Plan covering fiscal years ending 2016 through 2020, developed to achieve the established Strategic Goals.

The District used an Appreciative Inquiry approach in developing the plan. This method deviates from traditional techniques (such as evaluating strengths, weaknesses, opportunities, and threats) by asking positive questions to elicit positive responses.

Appreciative Inquiry focuses on the strengths of an organization to encourage commitment, foster positive attitudes, create support for change, and focus on implementation and results.

Streamlining was a major goal for the fifth edition: many goals have been consolidated or eliminated and objectives and strategies were integrated with the work plan rather than presented separately. The result is a Strategic Plan focused on the mission-critical goals of the District rather than routine work.

Each component of the plan was first discussed in concept with the Board of Directors, beginning with the mission, vision, and values statements and continuing through development of goals and the work plan. Management and staff refined each element in steps



Introduction *(continued)*

to conform to Board direction. Staff incorporated the resources needed to achieve each goal into the operating budgets for FYE 2016 and 2017. The Mission, Vision, Core Values, and Strategic Goals constitute the heart of the Strategic Plan; the Board formally approved these components in open session, after an opportunity for public input, on May 19, 2015. The Board endorsed the Strategic Work Plan at that same time.

On February 2, 2016, the Board approved revising the fifth edition of the Strategic Plan to reflect a new Board Committee structure and an additional strategic goal. All other goals and work plans remained unchanged.

Elements of the Strategic Plan

Strategic elements are the broad and primary areas of District operations, planning, and management. They are comprehensive and derived from the foundational mission, vision, and core value statements of the District. Strategic elements are linked to action and results through strategic goals, a work plan, and employee goals.

A **strategic goal** is a short statement of a desired outcome related to issues important to the District's overall strategy.

The **work plan** is an objective-by-objective, prioritized list and year-by-year summary of the activities management anticipates undertaking to achieve the strategic goals.

Employee goals are not a part of the Strategic Plan; these are developed annually with tasks, milestones, and resources needed to accomplish what is laid out in the work plan. Supervisors establish employee goals that are aligned with the work plan and detail what each individual is expected to accomplish.

Mission, Vision and Core Values



Mission Statement

The Mission Statement is what the District does.

Our mission is to provide reliable and sustainable water and wastewater services to the communities we serve in a safe, efficient, and environmentally responsible manner.

Vision Statement

The Vision Statement points to where the District wants to be in the next five years.

In the next five years, the District will:

1. Maintain long-term financial stability with appropriate rate and fee structures that support at least a credit rating of AA;
2. Secure a more diversified water supply for the communities we serve;
3. In cooperation with our partner agencies, implement an integrated valley-wide recycled water distribution system;
4. Diversify use of biosolids in an environmentally sound manner;
5. Enhance our ability to respond to emergencies and maintain business continuity;
6. Continue to foster a culture of safe operations District-wide;
7. Deliver utility services more efficiently and effectively by continuing to work with regional partner agencies on Tri-Valley integration;
8. Maintain a highly qualified, motivated, and innovative workforce to ensure a high-performing organization;
9. Enhance our public information, education, and outreach methods to ensure public awareness of issues important to the communities we serve; and
10. Complete the following strategically important initiatives:
 - Use technology throughout the District to improve operations and efficiency while securing that technology against external threats;
 - Use asset management data to improve maintenance, capital project decision making, and financial planning; and
 - Complete planning and implementation, as appropriate, for a permanent District corporation yard.

Core Values

The Core Values are simple key words that describe the values of the agency; they are accompanied by questions that are to be asked when major policy decisions are being considered to ascertain if the decision is in conformance to the stated values.

Core Value	Core Value Question
<i>Protect Public Health and the Environment</i>	Does the decision protect public health and the environment?
<i>Sustain Financial Stability</i>	Does the decision sustain or contribute to the financial stability of the District?
<i>Be Open and Transparent</i>	Is the decision being made in an appropriately open and transparent manner and has it considered public input?
<i>Fairness, Respect, Honesty, and Ethics</i>	Does the decision treat all concerned fairly, respectfully, honestly, and ethically?
<i>Operate Safely</i>	Does the decision promote a safe environment for the community and the workforce?
<i>Provide High-quality Customer Service</i>	Does the decision reflect high-quality customer service?
<i>Provide Sustainable, Efficient, Reliable, and Secure Services</i>	Does the decision maintain or enhance the District's sustainability, efficiency, reliability, and security?
<i>Perform at a High Standard</i>	Does the decision or action lead to a high-performing, highly qualified, motivated, safe, and innovative workforce and an adaptable organization?



Strategic Elements:

- 1.0 Finance and Personnel**
- 2.0 Water Resources
- 3.0 External Affairs

1.0 Finance and Personnel

Summary of Strategic Goals

- 1.01 Ensure appropriate investment and sound financial planning to support the district's mission well ahead of need
- 1.02 Satisfy pension and OPEB (other post employment benefit) obligations within five years
- 1.03 Satisfy residual temporary infrastructure charge obligation within five years in accordance with board policy
- 1.04 Use an asset management data-driven approach for setting replacement reserve targets
- 1.05 Integrate master plans with fee setting for capacity rights
- 1.06 Maintain fair and equitable labor agreements with competitive salary and benefit packages
- 1.07 Develop and implement a human resources master plan
- 1.08 Hire and train replacement staff in a timely manner

1.01 WORK PLAN

ENSURE APPROPRIATE INVESTMENT AND SOUND FINANCIAL PLANNING TO SUPPORT THE DISTRICT'S MISSION WELL AHEAD OF NEED

Importance Mission Critical		To Be Started Ongoing		To Be Achieved Continuous		
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
1.01.01	Report on adherence of investments made to the investment policy and benchmark to market returns	X	X	X	X	X
1.01.02	Explore in good faith the closeout of the Windemere BLC credit-against-fee agreement	X				
1.01.03	Prepare an updated Regional rate study that includes appropriate cash reserves and debt coverage	X				
1.01.04	Prepare an updated Local rate study that includes appropriate cash reserves	X				
1.01.05	Prepare an updated Water rate study that includes appropriate cash reserves and debt coverage (next study effective 2018)		X			
1.01.06	Prepare CIP ten-year plan every two years		X		X	
1.01.07	Prepare biannual operating budget in odd-numbered fiscal years		X		X	
1.01.08	Develop long-term financial planning models to allow the Board to make more informed long-term rate and budget decisions		X		X	

1.02 WORK PLAN

SATISFY PENSION AND OPEB (OTHER POST EMPLOYMENT BENEFIT) OBLIGATIONS WITHIN FIVE YEARS

Importance Important		To Be Started Ongoing		To Be Achieved Long Term		
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
1.02.01	Provide annual briefings to the Board regarding pension obligations and funding status	X	X	X	X	X
1.02.02	Pay down PERS unfunded liability in accordance with policy	X	X	X	X	X
1.02.03	Develop a policy for payment of unfunded PERS liability in 3-5 years	X				
1.02.04	Review OPEB liability and funding obligations biannually and maintain 100% funding	X	X	X	X	X
1.02.05	Evaluate and recommend one of three investment options offered by PERS for District OPEB investments	X		X		X

1.03 WORK PLAN

SATISFY RESIDUAL TEMPORARY INFRASTRUCTURE CHARGE OBLIGATION WITHIN FIVE YEARS IN ACCORDANCE WITH BOARD POLICY

Importance Important		To Be Started Ongoing	To Be Achieved Long Term				
Task Description			FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
1.03.01	Review annually the ability to pay back the funds advanced through the Temporary Infrastructure Charge		X	X	X	X	X

1.04 WORK PLAN

USE AN ASSET MANAGEMENT DATA-DRIVEN APPROACH FOR SETTING REPLACEMENT RESERVE TARGETS

Importance Important		To Be Started Ongoing	To Be Achieved Mid Term				
Task Description			FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
1.04.01	Review the adequacy of the District's reserve policies to ascertain if revisions are needed to protect the District ratepayers against a significant economic downturn		X			X	
1.04.02	Load LAVWMA export facilities data from asset management program into replacement funding model				X	X	
1.04.03	Load potable water system data from asset management program into replacement funding model				X	X	
1.04.04	Load DERWA facilities data from asset management program into replacement funding model					X	
1.04.05	Load local collection system data from asset management program into replacement funding model					X	
1.04.06	Load regional treatment system data from asset management program into replacement funding model					X	X

1.05 WORK PLAN

ENSURE APPROPRIATE INVESTMENT AND SOUND FINANCIAL PLANNING TO SUPPORT THE DISTRICT'S MISSION WELL AHEAD OF NEED

Importance Important		To Be Started Ongoing		To Be Achieved Near Term				
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20		
1.05.01	Update Water Capacity Reserve Fee study in conjunction with the update to the Water Master Plan	X						
1.05.02	Update Regional Capacity Reserve Fee study in conjunction with the update to the Regional Treatment Plant Master Plan			X				
1.05.03	Update Local Capacity Reserve Fee study in conjunction with the update to the Collection System Master Plan				X			

1.06 WORK PLAN

MAINTAIN FAIR AND EQUITABLE LABOR AGREEMENTS WITH COMPETITIVE SALARY AND BENEFIT PACKAGES

Importance Important		To Be Started Short Term		To Be Achieved Long Term				
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20		
1.06.01	Develop a long-term compensation and benefits philosophy	X	X			X		
1.06.02	Monitor and implement as appropriate the provisions of the enacted California pension reform legislation and meet and confer as may be needed to address issues as they arise		X					
1.06.03	Monitor and implement as appropriate the provisions of the enacted federal health care reform legislation and meet and confer as may be needed to address issues as they arise		X					
1.06.04	Complete PEBU negotiations for new MOU		X					
1.06.05	Complete CEBU negotiations for new MOU		X					
1.06.06	Complete L39 negotiations for new MOU		X					
1.06.07	Complete MEBU negotiations for new MOU			X				

1.07 WORK PLAN						
DEVELOP AND IMPLEMENT A HUMAN RESOURCES MASTER PLAN						
Importance Important	To Be Started Short Term	To Be Achieved Mid Term				
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
1.07.01	Assess the District's Deferred Compensation (457) plan and conduct marketing review every 4 years	X				X
1.07.02	Assess District-wide safety program to ensure a vigilant safety program supported by management's attention of safety in the workplace		X		X	
1.07.03	Update long-term staffing plan that is compatible with revenue projections and operational needs in conjunction with budget process		X		X	
1.07.04	Undertake timely and appropriate compensation and benefit surveys as job classifications are modified or created and in advance of labor contract negotiations			X		

1.08 WORK PLAN		
HIRE AND TRAIN REPLACEMENT STAFF IN A TIMELY MANNER		
Importance Important	To Be Started Short Term	To Be Achieved Continuous



Strategic Elements:

- 1.0 Finance and Personnel
- 2.0 Water Resources**
- 3.0 External Affairs

2.0 – Water Resources

Summary of Strategic Goals

- 2.01 Increase reliability of water supply by diversifying the water supply portfolio in conformance with a board adopted policy derived from the long term water supply master plan - tentatively:
 - Long-term water supply 85% reliable
 - At least 75% of supply is available 99% of the time
 - At least 60% of demand satisfied locally or regionally
 - No more than 40% of supply originates from one source
- 2.02 Manage potable water demand while meeting state mandates for water usage in conformance with a board-adopted policy derived from the long-term water supply master plan - tentatively:
 - Reduce residential potable demand to 75-80 gallons per person per day (system-wide annual average) on a long-term sustainable basis
 - Increase reuse of treated wastewater so the District discharges nothing to the Bay 365 days a year (except brine produced during water recycling)
- 2.03 Participate in the implementation of recycled water deliveries to communities outside of our service area
- 2.04 Define and implement essential projects in a timely manner to meet community service expectations
- 2.05 Use asset management to improve maintenance efficiency and plan for replacement of critical infrastructure
- 2.06 Diversify management of biosolids to reduce exposure to operational, environmental and financial risks
- 2.07 Plan for future wastewater effluent nutrient control by actively participating in the bay area clean water agencies nutrient management study
- 2.08 Enhance our capability to respond to and recover from emergencies
- 2.09 Implement a secure information technology platform enabling employees to perform duties in a way that eliminates or minimizes the risk of error, repetitive and redundant work and is safer and more efficient
- 2.10 Deliver water of a quality that meets all standards and is acceptable to our customers

2.01 WORK PLAN

INCREASE WATER SUPPLY RELIABILITY BY DIVERSIFYING THE SUPPLY PORTFOLIO IN CONFORMANCE WITH A BOARD-ADOPTED POLICY DERIVED FROM THE LONG-TERM WATER SUPPLY MASTER PLAN - TENTATIVELY:

- Total water supply is reliable at least 85% of the time and curtailment is needed no more than 15% of the time
- At least 75% of total water supply is available in 99 years out of 100
- At least 60% of demand is satisfied by local and regional supplies, exclusive of State Water Project
- No more than 40% of supply originates from one source

Importance Mission Critical		To Be Started Ongoing	To Be Achieved Long Term				
Task Description			FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
2.01.01	Develop creative approaches to stretch the existing recycled water system in ways that are financially sound, such as the use of seasonal storage, use of fringe basin water, and other alternatives; and reflect project concepts in the 10-year CIP		X	X	X	X	X
2.01.02	Encourage Zone 7 and other Tri-Valley retailers to formally develop and endorse a portfolio of local and/or alternative regional water supply options that can be implemented in the event efforts to fix the Delta are delayed or fail		X	X	X	X	X
2.01.03	Support regional desalination programs that will benefit District customers		X	X	X	X	X
2.01.04	Complete the 2015 Urban Water Management Plan		X				
2.01.05	Collaborate with other Tri-Valley agencies to pursue water reliability options agreed upon by the Tri-Valley Water Policy Roundtable Committee, including adoption of “agreed upon principles” or a formal MOU		X	X			
2.01.06	Develop an Indirect Potable Reuse Project concept in partnership with one or more Tri-Valley partners			X	X	X	X
2.01.07	Negotiate the Zone 7 Water Supply Contract as opportunities arise, with an objective of obtaining discretion to diversify DSRSD’s water supply at the earliest opportunity			X	X	X	X

2.02 WORK PLAN

MANAGE POTABLE WATER DEMAND WHILE MEETING STATE MANDATES FOR WATER USAGE:

- Goal to be finalized in conformance with final goals of Long-Term Water Supply Master Plan – tentatively:
- Maintain residential potable demand at 75-80 gallons per person per day (system-wide annual average) on a long-term, sustainable basis
 - Increase reuse of treated wastewater so the District discharges nothing (except brine produced during water recycling) to the Bay, 365 days a year

Importance Mission Critical	To Be Started Ongoing	To Be Achieved Near Term				
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
2.02.01	Monitor and regularly report per-capita water usage within the District to ensure the District continuously meets the state water conservation target of 20% by 2020	X	X	X	X	X
2.02.02	Sustain compliance with Zone 7 and State of California potable use reduction mandates during water shortages	X	X	X	X	X
2.02.03	Implement a pilot project for recycled water for residential front yards		X			
2.02.04	Develop incentives for new and existing structural conservation programs		X	X		

2.03 WORK PLAN

PARTICIPATE IN THE IMPLEMENTATION OF RECYCLED WATER DELIVERIES TO TRI-VALLEY COMMUNITIES OUTSIDE OF OUR SERVICE AREA

Importance Important	To Be Started Ongoing	To Be Achieved Long Term				
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
2.03.01	Revise institutional arrangements for recycled water delivery that involve DSRSD, EBMUD, DERWA, and Pleasanton to improve efficiency	X	X	X	X	X
2.03.02	Expand DERWA's recycled water plant beyond the sixth sand filter to serve Pleasanton and to expand water delivery within the DSRSD boundary	X	X			
2.03.03	Develop studies and agreements by 2019 that facilitate interconnection of Tri-Valley recycled water systems over the next decade			X	X	
2.03.04	Store up to 1,200 acre feet of seasonal recycled water in Zone 7's Chain of Lakes by 2020					X

2.04 WORK PLAN

DEFINE AND IMPLEMENT ESSENTIAL PROJECTS IN A TIMELY MANNER TO MEET COMMUNITY SERVICE EXPECTATIONS

Importance Mission Critical		To Be Started Short Term		To Be Achieved Near Term							
		Task Description					FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
2.04.01	Integrate projects recommended in the Board-approved Long-Term Alternate Water Supply Study into the Capital Improvement Program and Budget							X	X	X	
2.04.02	Complete the Water and Recycled Water Master Plan and corresponding Capacity Reserve Fee Study Update					X					
2.04.03	Complete the Wastewater Treatment Plant and Biosolids Facility Master Plan and reflect recommended projects in the Capital Improvement Plan and Budget					X	X				
2.04.04	Complete potable water and recycled water SCADA improvements					X					
2.04.05	Secure, procure, or construct a permanent home for the Field Operations Corporation Yard					X	X				
2.04.06	Hold meetings at least annually with the WWTP neighbors					X	X	X	X	X	
2.04.07	Maintain odor control facilities to meet design criteria for performance					X	X	X	X	X	
2.04.08	Identify and correct new and/or fugitive sources of odors at WWTP					X	X	X	X	X	
2.04.09	Maintain a 24-hour odor hotline and respond to odor complaints and issues					X	X	X	X	X	
2.04.10	Reach a decision as to when the District has achieved appropriate odor mitigation for the wastewater treatment facilities					X					
2.04.11	Successfully compete for state and federal grant projects to fund local and regional recycled water capital projects					X	X	X	X	X	

2.05 WORK PLAN

USE ASSET MANAGEMENT TO IMPROVE MAINTENANCE EFFICIENCY AND PLAN FOR REPLACEMENT OF CRITICAL INFRASTRUCTURE

Importance Important	To Be Started Ongoing	To Be Achieved Continuous				
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
2.05.01	Complete a comprehensive database of all utility assets by FYE 2020	X	X	X	X	X
2.05.02	Integrate CIP planning and operations/maintenance using Asset Management for optimizing life-cycle cost decision making by FYE 2020	X	X	X	X	X
2.05.03	Complete CCTV assessment and PACP evaluation of all local sewer facilities (installed prior to 2000) by FYE 2018	X	X	X		
2.05.04	Prepare a database of historical water distribution system failures to provide a set of proxy data for assessing long-term water system needs	X	X	X		
2.05.05	Complete an assessment of the Regional Sewer Facility Replacement needs as part of the Wastewater Treatment Master Plan and begin developing a database to track all maintenance and rehabilitative work on plant assets	X	X	X	X	

2.06 WORK PLAN

DIVERSIFY MANAGEMENT OF BIOSOLIDS TO REDUCE EXPOSURE TO OPERATIONAL, ENVIRONMENTAL, AND FINANCIAL RISKS

Importance Mission Critical	To Be Started Ongoing	To Be Achieved Long Term				
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
2.06.01	Incorporate projects recommended in the Wastewater Treatment Plant and Biosolids Master Plan into the Capital Improvement Plan and Budget for FYE 2017 and beyond		X	X	X	X
2.06.02	Encourage City of Pleasanton to participate in the Bay Area Biosolids to Energy (BAB2E) program and pilot project	X	X	X	X	X
2.06.03	Manage the operation of a portable solids dewatering facility to produce cake for hauling and testing with one or more BAB2E pilot projects	X	X			
2.06.04	Using cake solids from the BAB2E pilot project described above, apply for and obtain regulatory approve to landfill and/or land apply biosolids as a backup method of disposal	X	X	X		
2.06.05	Complete the Bay Area Biosolids to Energy (BAB2E) Feasibility Study, with objective of having DSRSD serve as one of the "pilot project" sites	X	X	X		

2.07 WORK PLAN

PLAN FOR FUTURE WASTEWATER EFFLUENT NUTRIENT CONTROL BY ACTIVELY PARTICIPATING IN THE BAY AREA CLEAN WATER AGENCIES NUTRIENT MANAGEMENT STUDY

Importance Mission Critical		To Be Started Ongoing		To Be Achieved Long Term		
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
2.07.01	Actively participate in Bay Area Clean Water Agencies Nutrient Management Studies, including efforts to address nutrients on a watershed basis	X	X	X	X	X
2.07.02	Participate in negotiations with regulatory agencies to determine appropriate nutrient limits and a compliance schedule for the District's treated effluent discharge to SF Bay			X	X	
2.07.03	Using assigned nutrient removal limits and the compliance schedule, select the projects necessary to achieve the required degree of nutrient removal within the time allowed and include the design and construction of the projects in the FYE 2020 Capital Improvement Plan and Budget				X	X

2.08 WORK PLAN

ENHANCE OUR CAPABILITY TO RESPOND TO AND RECOVER FROM EMERGENCIES

Importance Mission Critical		To Be Started Ongoing		To Be Achieved Continuous		
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
2.08.01	Complete remaining security improvements for the Maintenance Buildings	X				
2.08.02	Update a risk/vulnerability assessment of District potable water facilities and identify remaining needs		X			
2.08.03	Complete remaining security improvements to District potable water facilities			X		
2.08.04	Fully implement a modern inventory management and control system for spare parts and equipment	X	X			
2.08.05	Regularly train employees and conduct drills to prepare for emergencies, both local and regional	X	X	X	X	X
2.08.06	Regularly assess and test the security of the District's physical and cyber assets	X	X	X	X	X
2.08.07	Biannually update the Emergency Response Plan	X		X		X
2.08.08	Develop formal disaster accounting procedures		X			
2.08.09	Biannually update the unified communication plan (network/radios/phones)	X		X		X
2.08.10	Conduct emergency preparedness training for the District's elected officials		X		X	
2.08.11	Finalize, maintain, and regularly update disaster recovery/business continuity plan					X

2.09 WORK PLAN

IMPLEMENT A SECURE INFORMATION TECHNOLOGY PLATFORM ENABLING EMPLOYEES TO PERFORM DUTIES IN A WAY THAT ELIMINATES OR MINIMIZES THE RISK OF ERROR AND REPETITIVE AND REDUNDANT WORK AND IS SAFER AND MORE EFFICIENT

Importance Important		To Be Started Ongoing	To Be Achieved Continuous				
Task Description			FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
2.09.01	Provide secure access to fully integrated voice and data technology to provide relevant information to ensure good business and operational decisions		X	X	X	X	X
2.09.02	Develop a Master Plan for the business network		X				

2.10 WORK PLAN

DELIVER WATER OF A QUALITY THAT MEETS ALL STANDARDS AND IS ACCEPTABLE TO OUR CUSTOMERS

Importance Important		To Be Started Ongoing	To Be Achieved Long Term				
Task Description			FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
2.10.01	Analyze and report organic and inorganic parameters in the District's water supply and assist in the preparation of the annual water quality report		X	X	X	X	X
2.10.02	Annually report data for water hardness in the District's water supply related to the operation and impact of Zone 7's demineralization facilities		X	X	X	X	X
2.10.03	Study and report water hardness and other T&O criteria and seek Board direction concerning potential improvements						X



Strategic Elements:

- 1.0 Finance and Personnel
- 2.0 Water Resources
- 3.0 External Affairs**

3.0 – External Affairs

Summary of Strategic Goals

- 3.01 Govern in an effective, efficient, open, and transparent manner
- 3.02 Seek new ways to improve the institutional way we deliver services
- 3.03 Ensure that the public is aware of and understands important issues facing the district
- 3.04 Expand the use of technology to provide enhanced customer service to all district customers
- 3.05 Implement needed changes to records management, retention, and retrieval policies and systems (including electronic records)

3.01 WORK PLAN

GOVERN IN AN EFFECTIVE, EFFICIENT, OPEN, AND TRANSPARENT MANNER

Importance Best Practice		To Be Started Ongoing	To Be Achieved Continuous				
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20	
3.01.01	Respond to all Public Records Act requests within the “spirit of the law”	X	X	X	X	X	
3.01.02	Maintain the District Code and District policies online on a continuous basis	X	X	X	X	X	
3.01.03	Monitor Board compliance with and provide training for Ethics, Conflict of Interest, Brown Act, Public Records Act, FPPC Disclosures, and Anti-harassment	X	X	X	X	X	
3.01.04	Annually review 25% of District policies	X	X	X	X	X	
3.01.05	Update the Strategic Plan Mission, Vision, Values, and Goals every two years		X		X		
3.01.06	Update the Strategic Work Plan Tasks every year	X	X	X	X	X	
3.01.07	Evaluate the operation of the Board’s revised Committee system a year after it goes into operation	X					
3.01.08	Renew CSDA transparency certification	X		X		X	
3.01.09	Conduct orientation programs for prospective and newly elected Boardmembers		X		X		
3.01.10	Conduct consolidated District elections		X		X		
3.01.11	Undertake biannual review of Conflict of Interest Code		X		X		
3.01.12	Update Policy – Guidelines for Conducting Board Business				X		

3.02 WORK PLAN

SEEK NEW WAYS TO IMPROVE THE INSTITUTIONAL WAY WE DELIVER SERVICES

Importance Important		To Be Started Ongoing	To Be Achieved Long Term				
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20	
3.02.01	Implement Task Orders involving DSRSD under IRSMA	X	X	X	X	X	
3.02.02	Reconvene Tri-Valley Utility Ad Hoc Committee each year to assess progress since 2014 meeting	X	X	X	X	X	
3.02.03	Move forward with implementation/further evaluation as directed by Board	X	X	X			

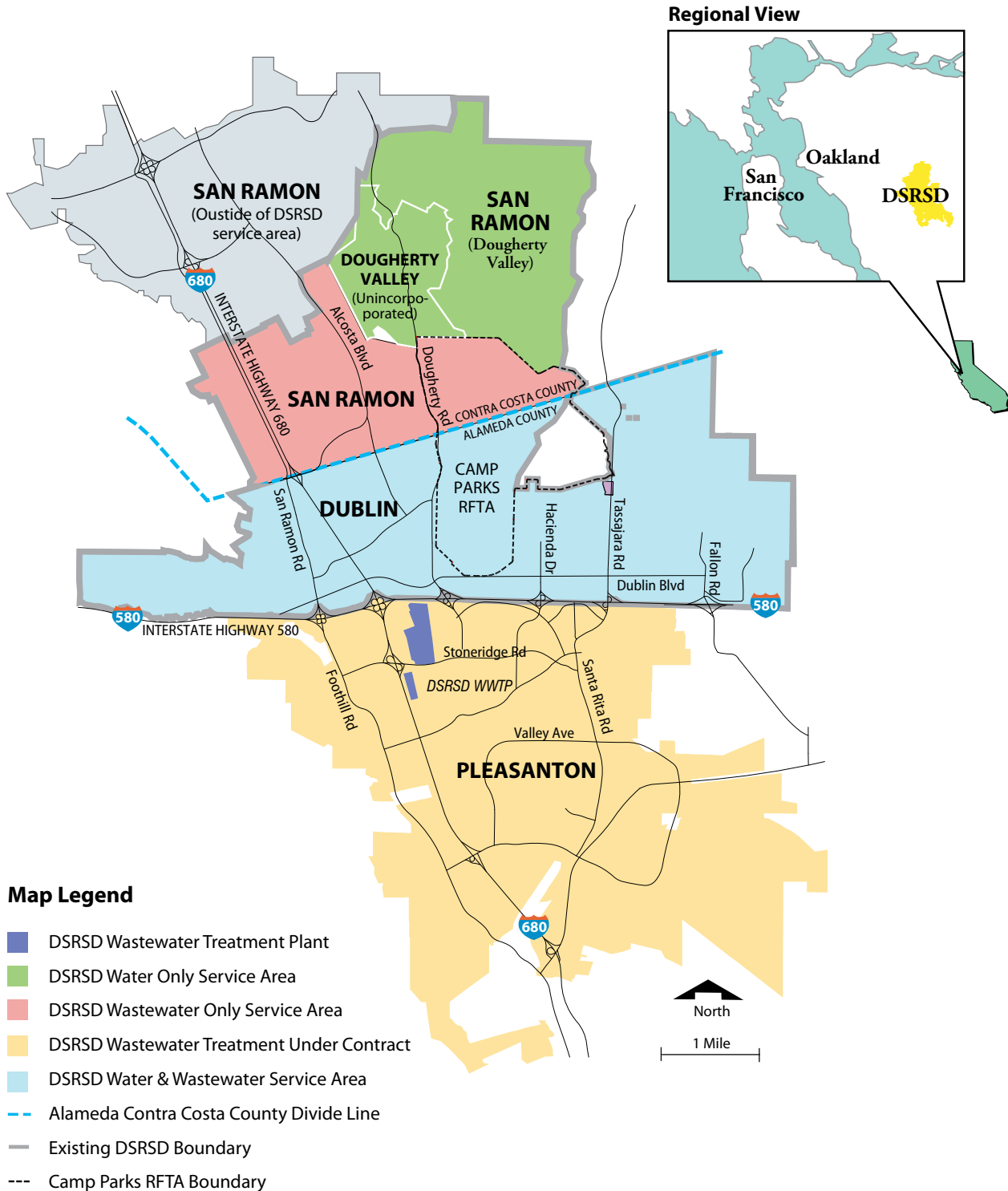
3.03 WORK PLAN							
ENSURE THE PUBLIC IS AWARE OF AND UNDERSTANDS IMPORTANT ISSUES FACING THE DISTRICT							
Importance Best Practice		To Be Started Ongoing	To Be Achieved Continuous				
Task Description			FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
3.03.01	Undertake appropriate education (all levels) and outreach in the District's service area		X	X	X	X	X
3.03.02	Sponsor regional science fair awards related to the water sciences		X	X	X	X	X
3.03.03	Sponsor and promote the James B. Kohnen scholarship program as part of ACWA and CASA scholarships		X	X	X	X	X
3.03.04	Evaluate the cost of expanding/improving the broadcast of live board meetings and implement in FYE 2017 as directed		X	X			
3.03.05	Develop communications with influential public community leaders who represent a broad cross-section of interests who are in a position to influence decisions		X	X	X	X	X
3.03.06	Manage legislative outreach efforts through letters of support or opposition with CASA, ACWA, and WateReuse and prepare briefing materials and talking points for Board		X	X	X	X	X
3.03.07	Manage all inquiries, news releases, and emergency response (drought)		X	X	X	X	X
3.03.08	Stay abreast of news stories, trends, issues, and realities associated with public sector		X	X	X	X	X
3.03.09	Identify key business values as a source document for all District communication		X	X	X		
3.03.10	Rebrand the WWTP as a "Resource Recovery Facility"			X	X		

3.04 WORK PLAN						
EXPAND THE USE OF TECHNOLOGY TO PROVIDE ENHANCED CUSTOMER SERVICE TO ALL DISTRICT CUSTOMERS						
Importance Important	To Be Started Ongoing	To Be Achieved Continuous				
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
3.04.01	Conduct customer satisfaction surveys in a cost-effective manner and report the results annually	X	X	X	X	X
3.04.02	Expand the use of AquaHawk technology to allow more efficient use of customer services to enhance in-house processes (e.g. On/Offs automated)	X				
3.04.03	Implement new customer service to allow online access to billing history for viewing and printing	X				
3.04.04	Improve online customer payment process and system (e.g. current balance details)	X				
3.04.05	Re-evaluate cost of the District paying the credit card fee for debit/credit card transactions currently being paid by those customers who use this method of payment		X		X	

3.05 WORK PLAN						
IMPLEMENT NEEDED CHANGES TO RECORDS MANAGEMENT, RETENTION, AND RETRIEVAL POLICIES AND SYSTEMS (INCLUDING ELECTRONIC RECORDS)						
Importance Important	To Be Started Ongoing	To Be Achieved Mid Term				
Task Description		FYE 16	FYE 17	FYE 18	FYE 19	FYE 20
3.05.01	Implement a streamlined and enhanced records management program with an appropriate electronic content management system, email retention program, contract management system, and records administration	X	X	X		

Appendix A

District Service Area Map



Appendix B

Code of Ethics



Public service is a public trust. . . requiring us to place loyalty to the public we serve, its laws, District rules and regulations, and ethical principles above personal gain. In doing so we must demonstrate the highest standards of integrity, truthfulness, honesty and fortitude in all our activities in order to inspire confidence and trust in the District.

Perceptions of others are critical . . . to our reputations. The public’s opinion of our integrity, truthfulness, and honesty is critical to our success. Any compromise of these character traits will damage the ability of the District to perform its tasks or accomplish its mission.

Awareness and understanding of ethical standards is important . . . because despite preventive steps, situations will emerge to test us. The law and our personnel rules are necessary but may be insufficient guides for our conduct.

We will adhere to the following ethical principles, none of which is more important than another, to ensure that the public has complete confidence in our integrity.

Business Decisions We will make business decisions by putting the trust the public has placed in us over our personal benefit.

District Assets We will use District resources solely for District business and for their intended purpose.

Gifts We will reject gifts or favors that have the potential to call into question our decisions.

Ideas We will express our ideas that may benefit the District.

Time We will treat time as a valuable commodity and will focus on District business while on the clock.

Speech We will communicate honestly and with respect.

Behavior We will treat everyone with respect and dignity.

Law and Regulations We will comply with the spirit and letter of the law.

Responsibility We will quickly try to correct our mistakes and will take responsibility for our actions.

Leadership We are committed to this Code of Ethics and will lead by example.

Appendix C

Glossary of Acronyms



ACWA	Association of California Water Agencies
AWQR	Annual Water Quality Report
BACWA	Bay Area Clean Water Agencies
CAFR	Consolidated Annual Financial Report
CASA	California Association of Sanitation Agencies
CIP	capital improvement project
CMMS	computerized maintenance management systems
CSRMA	California Sanitation Risk Management Authority
DERWA	DSRSD-EBMUD Recycled Water Authority
DSRSD	Dublin San Ramon Services District
EBMUD	East Bay Municipal Utility District
FOD	Field Operations Division
GIS	Geographic Information System
JPA	joint powers agency
LAVWMA	Livermore Amador Valley Water Management Agency
MOU	memorandum of understanding
NPDES	National Pollutant Discharge Elimination System
O&M	Operations and Maintenance
OJT	on-the-job training
ROP	Regional Occupation Program
SCADA	supervisory control and data acquisition
Tri-TAC	Technical Advisory Committee representing League of California Cities, California Association of Sanitation Agencies, and California Water Environment Association
UWMP	Urban Water Management Plan
WWTP	wastewater treatment plant



RESOLUTION NO. 25-15

RESOLUTION OF THE BOARD OF DIRECTORS OF DUBLIN SAN RAMON SERVICES DISTRICT APPROVING THE FIFTH EDITION OF THE STRATEGIC PLAN – INVESTING FOR RELIABLE AND SUSTAINABLE SERVICE FYE 2016 TO FYE 2020

WHEREAS, the District Board of Directors on June 4, 2013 adopted the Fourth Edition of the District’s current Strategic Plan consisting of seven elements, including: Financial Planning, Infrastructure, Resource Management, Personnel, Administrative Management, Partnerships and Public Affairs; and

WHEREAS, significant progress has been made on the strategic goals contained in the Fourth Edition to the Strategic Plan as annually documented; and

WHEREAS, a Fifth Edition to the Strategic Plan – Investing for Reliable and Sustainable Service FYE 2016 - 2020 (the “Strategic Plan”) was developed by a team consisting of the District General Manager, Senior Managers and Supervisors with written and verbal input from individual Boardmembers, Board Committees and the Board as a whole; and

WHEREAS, the Board discussed various aspects of the Strategic Plan on January 6, February 3, March 3, and April 21, 2015 and at those times provided appropriate direction to staff on the various aspects of the Strategic Plan.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF DUBLIN SAN RAMON SERVICES DISTRICT, a public agency in the counties of Alameda and Contra Costa, California, hereby:

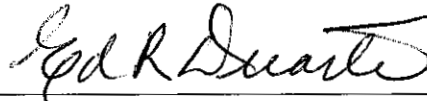
1. Approves the Fifth Edition of the Strategic Plan – Investing for Reliable and Sustainable Service FYE 2016 – FYE 2020, specifically the Mission Statement, Vision Statement, Core Values, Strategic Elements, attached hereto as “Exhibit A” and Strategic Goals attached hereto as “Exhibit B;”
2. Authorizes and directs the General Manager to undertake and prioritize the business of the District according to the Strategic Plan as constrained by the District operating and capital improvement budgets and policies and procedures;
3. Directs the General Manager to annually report on progress being made related to the goals of the Strategic Plan;
4. Directs the General Manager to prepare a biennial update to the Strategic Plan; and
5. Directs the General Manager to prepare an annual update to the Strategic Work Plan.

ADOPTED by the Board of Directors of Dublin San Ramon Services District, a public agency in the State of California, counties of Alameda and Contra Costa, at its regular meeting held on the 19th day of May 2015, and passed by the following vote:

AYES: 5 - Directors D.L. (Pat) Howard, Georgean M. Vonheeder-Leopold,
Dawn L. Benson, Richard M. Halket, Edward R. Duarte

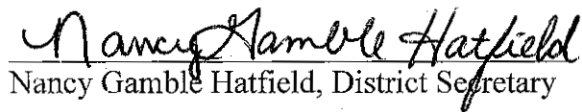
NOES: 0

ABSENT: 0



Edward R. Duarte, President

Attest:



Nancy Gamble Hatfield, District Secretary



RESOLUTION NO. 5-16

RESOLUTION OF THE BOARD OF DIRECTORS OF DUBLIN SAN RAMON SERVICES DISTRICT APPROVING THE REVISED FIFTH EDITION OF THE FIVE-YEAR STRATEGIC PLAN – INVESTING FOR RELIABLE AND SUSTAINABLE SERVICE FYE 2016 TO FYE 2020

WHEREAS, on May 15, 2015, the District Board of Directors adopted the fifth edition of the five-year “Strategic Plan – Investing for Reliable and Sustainable Service FYE 2016 – 2020” (“Strategic Plan”) which was developed by a team consisting of the District General Manager, Senior Managers and Supervisors with written and verbal input from individual Boardmembers, Board Committees and the Board as a whole; and

WHEREAS, the previously approved fifth edition of the Strategic Plan consolidated elements to a list of four interrelated Elements which generally aligned with the Board’s then current Committee structure; and

WHEREAS, on Dec 15, 2015, as is done annually, the Board approved a revised Committee structure and assignments for 2016 which combined and reorganized the Committees effective January 1, 2016; and

WHEREAS, the Board wishes to revise the fifth edition of the Strategic Plan to reflect the revised Committee structure, and make one addition to the approved goals: “Goal 1.08 - Hire and Train Replacement Staff in a Timely Manner;” and

WHEREAS, all other goals and detailed work plans will remain unchanged at this time.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF DUBLIN SAN RAMON SERVICES DISTRICT, a public agency in the counties of Alameda and Contra Costa, California, hereby:

1. Approves the revised fifth edition of the Strategic Plan – Investing for Reliable and Sustainable Service FYE 2016 – FYE 2020, specifically the Strategic Goals, attached hereto as “Exhibit A;”
2. Authorizes and directs the General Manager to undertake and prioritize the business of the District according to the Strategic Plan as constrained by the District operating and capital improvement budgets and policies and procedures;

RESOLUTION NO. 5-16

RESOLUTION OF THE BOARD OF DIRECTORS OF DUBLIN SAN RAMON SERVICES DISTRICT APPROVING THE REVISED FIFTH EDITION OF THE FIVE-YEAR STRATEGIC PLAN – INVESTING FOR RELIABLE AND SUSTAINABLE SERVICE FYE 2016 TO FYE 2020

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2. Authorizes and directs the General Manager to undertake and prioritize the business of the District according to the Strategic Plan as constrained by the District operating and capital improvement budgets and policies and procedures;



**Dublin San Ramon
Services District**

Water, wastewater, recycled water

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