

# AGENDA

## NOTICE OF SPECIAL MEETING

**TIME:** 5 p.m.

**DATE:** Tuesday, April 23, 2019

**PLACE:** Shannon Community Center, Classroom  
11600 Shannon Avenue, Dublin, CA 94568

**Our mission is to provide reliable and sustainable water, recycled water, and wastewater services in a safe, efficient, and environmentally responsible manner.**

1. CALL TO ORDER
2. PLEDGE TO THE FLAG
3. ROLL CALL – Members: Duarte, Halket, Johnson, 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. Speaker 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. Receive Presentation on the Strategic Plan 2019 Update and Provide Direction  
**Recommended Action:** Discuss and Provide Direction
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 DSRSD Field Operations Facility at 7035 Commerce Circle, Pleasanton, 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:** Receive Presentation on the Strategic Plan 2019 Update and Provide Direction

**RECOMMENDATION:**

Staff recommends the Board of Directors receive a presentation on the Strategic Plan (2019 Update) priorities developed by the Leadership Team, discuss the Board’s priorities for the Strategic Plan, and provide direction on the Strategic Plan to staff.

**SUMMARY:**

The Board of Directors has approved a Strategic Plan since 2007. The Strategic Plan is a five year planning document, describing the District’s mission, its vision in the years ahead, and some key strategic goals and action items in support of the mission and vision. Concurrently, with each biennial budget process in the Spring immediately following a Board election, the Board updates the Strategic Plan by adopting a new edition of the Strategic Plan. Most recently in 2017, the Board of Directors streamlined the Strategic Plan, adopting the sixth edition of the plan.

The Leadership Team (consisting of the District’s executive managers and mid-managers) has developed some preliminary concepts for the Strategic Plan for the Board’s review and comment. A copy of these draft concepts for the Strategic Plan is included as Attachment 1. For comparison, the currently adopted sixth edition (2017) of the Strategic Plan is included as Attachment 2.

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

Most of the concepts in the Strategic Plan can be addressed with existing District resources. However, a number of items may require additional resources, and these are highlighted in the attached draft Strategic Plan. Based on the Board’s direction, staff will propose the necessary resources with the upcoming operating budget (planned for first review on May 21).

<b>Originating Department: Office of the General Manager</b>		<b>Contact: D. McIntyre</b>	<b>Legal Review: Not Required</b>
<b>Cost: \$0</b>		<b>Funding Source: N/A</b>	
<b>Attachments:</b> <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)		<b>Attachment 1 – 2019 Draft Strategic Plan</b> <b>Attachment 2 – 2017 Adopted Strategic Plan (Sixth Edition)</b>	

## **DRAFT Strategic Plan – 2019 Update (Seventh Edition)**

### **Mission:**

Protect public health and the environment by providing reliable and sustainable water, recycled water, and wastewater services in a safe, efficient, and fiscally responsible manner.

### **Vision:**

In our operations, financial practices, and public policies we always strive to be an effective and efficient organization. Our agency is nimble and resilient in navigating the challenges of our ever-changing industry. We relentlessly pursue incremental improvement, and to be seen as a leader of industry best management practices.

### **Strategic Goals and Action Items:**

1. Maintain our financial stability and sustainability
  - Invest short-term to minimize long-term District costs
  - Develop long-term (10-year) financial models to guide future operating budgets and rate studies
  - Manage District costs to ensure future utility rate increases do not exceed general inflation
2. Make additional investment in information systems that provide a strong return on investment
  - Expand the use of our electronic records management program
  - Replace our finance and utility billing software system by 2022
  - Fully customize and implement our computerized maintenance management system (Lucity) to support our integrated Asset Management Program
3. Update our business practices and procedures
  - Update our electronic operations manuals and integrate them with our electronic records management and maintenance management systems
  - Work collaboratively to review and revise our Joint Powers Authority and other interagency agreements to address changing conditions

4. Develop a fully integrated Asset Management Program to guide all the District's business decisions
  - Place greater emphasis on preventative maintenance in our operations
  - Integrate CIP planning and operations/maintenance activities to optimize life-cycle costs
5. Attract, professionally develop, and engage a highly skilled workforce to ensure a continuously high performing organization
6. Match District staffing to business needs, reallocating resources as necessary to address new challenges and opportunities
7. Enhance our ability to respond to emergencies and maintain business continuity
  - Update our Emergency Response Plan
  - Create a database of emergency assets, equipment, and materials in stock
  - Conduct a District-wide Incident Command System exercise to assess District capabilities
  - Explore coordination with City of Dublin on a Joint Emergency Operations Center
8. Meet the objectives of the District's water supply policy by developing and implementing an integrated recycled and potable water program
  - Obtain new recycled water sources to meet long-term demands
  - Complete a 2020 Urban Water Management Plan that creates a blueprint for improving long-term water supply reliability
  - Work collaboratively with our Tri-Valley partners in the development of a more diversified and resilient water supply

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# STRATEGIC PLAN

FYE 2017 - 2022  
SIXTH EDITION

Updated May 2017



## 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 (including a greater emphasis on preventative maintenance in our operations)
  - Develop long-term (10-year) financial models to guide future operating budgets and rate studies
  - 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 advanced 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 tertiary-treated 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
  - Support and encourage our Tri-Valley partners in the development of a more diversified and resilient water supply
7. Aggressively develop an electronic records management program
8. Diversify our biosolids management practices to address economic opportunities and regulatory challenges

### M ISSION

Provide reliable and sustainable water, recycled water, and wastewater services in a safe, efficient, and environmentally responsible manner.



### V ISION

Enhance resiliency in our capabilities in the face of staffing transitions

Proactively maintain our financial stability and sustainability

Use technology to improve operations and efficiency

Lead innovation in the water, wastewater, and recycling industry in an economically prudent manner

Demonstrate leadership in engendering productive collaborations and partnerships in the Tri-Valley

Develop a more reliable water supply

When our communities approach buildout, reduce development-related staffing appropriately and reallocate resources to address long-term Asset Management needs



**Dublin San Ramon  
Services District**

Water, wastewater, recycled water 5 of 5