

## **AGENDA**

### **NOTICE OF SPECIAL MEETING**

**TIME:** 6 p.m.

**DATE:** Tuesday, March 9, 2021

**PLACE:** Teleconference

Pursuant to Governor Newsom’s Executive Orders N-25-20, N-29-20, and N-33-20, and local county health orders issued to address the COVID-19 pandemic, the Board meeting will be held via Teams Teleconference.

The District Boardroom will be closed to the public.

The public may observe and comment by electronic means as described on Page 2.

**See Page 2 of the Agenda Packet for Teams Teleconference Access Information**

**Our mission is to 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.**

1. CALL TO ORDER
2. PLEDGE TO THE FLAG
3. ROLL CALL – Members: Goel, Halket, Johnson, Rubio, Vonheeder-Leopold
4. PUBLIC COMMENT (MEETING OPEN TO THE PUBLIC)  
At this time those on the teleconference call 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. The President of the Board will recognize each speaker, at which time the speaker should introduce him/herself, and then proceed with his/her comment. Written comments of five minutes or less and received by 5 p.m. on the day of the meeting will be read into the meeting record.
5. BOARD BUSINESS
  - 5.A. Discussion and Direction on Board of Directors’ Future Team Building Activities  
**Recommended Action:** Discuss and Provide Direction
  - 5.B. Receive Presentation on the Strategic Plan 2021 Update and Provide Direction  
**Recommended Action:** Receive Presentation 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 during business hours 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.*

## Teams Teleconference Access Information

### Dublin San Ramon Services District Regular Board Meeting Tuesday, March 9, 2021

If the public wishes to provide comments during Agenda Item 4 – Public Comment, or on any of the agenda items, please join the meeting using the teleconference instructions below, or email written comments to the Board of Directors at [board@dsrsd.com](mailto:board@dsrsd.com) by 5 p.m., Tuesday, March 9, 2021. Written comments, of five minutes or less, will be read into the meeting record during the public comment portion of the agenda or during discussion of the subject of the comment.

#### To Join by Computer or Device:

1. Click [Join Meeting](#).
2. Select how you want to join the Teams meeting.
3. Click “**Join now**.” You can personalize your video and audio preferences before or after joining.
4. Public participants would wait for the meeting host to admit you.
5. You must unmute yourself when you wish to speak by clicking the microphone icon, which is also used to mute yourself when you finish speaking.

#### To Join by Phone Only:

1. Dial **(831) 256-7773** USA Toll from any telephone.
2. Enter Conference ID **915 434 133#** when prompted. DO NOT PRESS \*.
3. Wait for the meeting host to admit you. If you are unsuccessful in joining, hang up and dial in again.
4. You must unmute yourself when you wish to speak by pressing \*6, which is also used to mute yourself when you finish speaking.

#### Video Teleconference Meeting Instructions and Information:

- Stay muted unless speaking.
- Listen for prompts to know when public comments are solicited.
- You must unmute yourself when you wish to speak during Public Comment or during discussion of a particular agenda item. The meeting host can mute but cannot unmute participants.
- Announce yourself and speak slowly and clearly when commenting.
- Call (925) 875-2224 if you experience any technical difficulties.

Boardmembers and staff will be attending the meeting via teleconference. The Board will convene any Closed Sessions on a separate teleconference line and return to the open teleconference meeting for the next agenda item when the Closed Session is completed. The open teleconference meeting will be muted during this time and will resume for the Closed Session report and meeting adjournment.

The Boardroom is closed to the public.

All votes during the meeting will be taken by roll call vote.



**TITLE:** Discussion and Direction on Board of Directors' Future Team Building Activities

**RECOMMENDATION:**

Staff recommends the Board of Directors receive an introduction from staff on Board team building, discuss each Boardmember's individual expectations for future successes of the District, and provide direction on future team building activities.

**DISCUSSION:**

At the February 16 Board meeting, the Board requested a workshop item be placed on the Board agenda to focus on team building for the Board of Directors. This would be an opportunity for the Boardmembers to share their perspectives and their expectations for future successes of the District and provide a foundation for development of the Board's Five-Year Strategic Plan for Fiscal Years Ending 2022–2026, which is being considered as a later item on this Board agenda.

Administrative Services Manager Carol Atwood will facilitate this discussion.

At the conclusion of this agenda item, the Board could provide direction on future Board team building activities once Board meetings are again scheduled in the District Boardroom. A consultant facilitated discussion on group norms and communications styles may be appropriate for a later session of Board team building.

Originating Department: Office of the General Manager	Contact: D. McIntyre	Legal Review: Not Required
Financial Review: Not Required	Cost and Funding Source: N/A	
Attachments: <input checked="" type="checkbox"/> None <input type="checkbox"/> Resolution <input type="checkbox"/> Ordinance <input type="checkbox"/> Task Order <input type="checkbox"/> Proclamation <input type="checkbox"/> Other (see list on right)		



**TITLE:** Receive Presentation on the Strategic Plan 2021 Update and Provide Direction

**RECOMMENDATION:**

Staff recommends the Board of Directors receive a presentation on the Strategic Plan (2021 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.

**DISCUSSION:**

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 2019, the Board streamlined the Strategic Plan, adopting the seventh edition of the plan.

The Senior Management Team in consultation with the Full 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. The concepts continue many of the ideas and themes from the approved 2019 Strategic Plan. A copy of these draft concepts for the Strategic Plan is included as Attachment 1. For comparison, the currently adopted 2019 edition of the Strategic Plan is included as Attachment 2.

Staff will make a presentation on the Strategic Plan concepts developed thus far, and receive comments 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 presented in this draft Strategic Plan can be addressed with existing District resources over the next five years. Based on the Board’s direction, staff will propose any necessary resources needed with the upcoming operating budget (planned for first review on May 18).

<b>Originating Department:</b> Office of the General Manager	<b>Contact:</b> D. McIntyre	<b>Legal Review:</b> Not Required
<b>Financial Review:</b> Not Required	<b>Cost and Funding Source:</b> N/A	
<b>Attachments:</b> <input type="checkbox"/> None <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 – 2021 Draft Strategic Plan Concepts</b> <b>Attachment 2 – 2019 Adopted Strategic Plan</b>	
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## **DRAFT Five-Year Strategic Plan – 2021 Update (FYE2022 – FYE2026)**

### **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

- Implement early preventative maintenance and rehabilitation measures to save on greater deferred costs long-term
- Strive to limit future utility rate increases to general inflation trends by responsibly managing District assets and costs
- Update the District's reserve policies

#### 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, utility billing, human resources, and permitting software system by 2022
- Successfully transition to Microsoft 365 online environment
- Expand and enhance our Supervisory Control and Data Acquisition Systems (SCADA)

#### 3. Update our business practices and procedures

- Integrate our business enterprise systems (Geographic Information System, Computerized Maintenance and Management System, Laboratory Information Management System, SCADA, and Records Management System) to more effectively access and share data across the District
- Review and revise our Joint Powers Authority and other interagency agreements to address changing conditions

- Update the District’s environmental health and safety programs
  - Coordinate with neighboring agencies to provide more efficient and cost-effective services
4. Develop a fully integrated Asset Management Program to guide District’s business decisions
    - Increase equipment inspections and document all corrective maintenance activities to improve scheduling of preventative maintenance and asset replacement
    - Identify and assess the performance of critical assets in each business enterprise to prioritize capital projects
  5. Enhance the leadership, professional, and technical skills of the District’s staff to meet the challenges of staffing transitions over the next five years
    - Diversify and strengthen the skills of staff through multi-agency professional development programs, stretch assignments, and active employee engagement
    - Develop a succession plan for key positions where feasible
  6. Enhance our ability to respond to emergencies and maintain business continuity
    - Complete and implement a comprehensive update of our Emergency Response Plan
    - Create an inventory of emergency assets, equipment, and materials in stock
    - Conduct District-wide training and Incident Command System exercises to assess and improve District capabilities
    - Explore coordination of emergency planning with partner agencies and the cities we serve
  7. Meet the objectives of the District’s water supply policy by developing and implementing an integrated recycled and potable water program
    - Pursue new supplies to meet long-term recycled water demands
    - Work collaboratively with our Tri-Valley partners in the development of a more diversified and resilient water supply
  8. Develop a long-term strategy to ensure greater energy efficiency and reliability for the District
    - Develop a District energy policy and District energy master plan
    - Develop phased targets for complying with State long-term greenhouse gas emissions mandates

H:\SMGR\Strategic Plan\2021\2021Strategic Plan 2021 – BOARD 3-9-2021 DRAFT

# STRATEGIC PLAN

FYE 2019 - 2024  
SEVENTH EDITION

Updated May 2019

## STRATEGIC GOALS AND ACTION ITEMS

### 1. Maintain our financial stability and sustainability

- Make early preventative maintenance and rehabilitation expenditures to save on greater deferred costs long-term
- Develop long-term (10-year) financial models to guide future operating budgets and rate studies
- Strive to constrain future utility rate increases to no more than general inflation by responsibly managing District costs

### 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
- Review and revise our Joint Powers Authority and other interagency agreements to address changing conditions
- Explore creative ideas for coordinating service delivery with our neighboring agencies

### 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 capital improvement program planning and operations/maintenance activities to optimize life-cycle costs

### 5. To meet the challenges of staffing transitions over the next five years, enhance the leadership, professional, and technical skills of the District's staff

- Diversify and strengthen the skills of staff through multi-agency professional development programs, through stretch assignments, and through active employee engagement
- Develop a succession planning plan for key positions where feasible

### 6. Enhance our ability to respond to emergencies and maintain business continuity

- Update our *Emergency Procedures Manual*
- 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 of advanced emergency planning with the cities we serve

### 7. 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

### 8. Develop a long-term strategy to ensure greater energy reliability for the District

- Develop a District energy policy and District energy master plan



**Dublin San Ramon  
Services District**

*Water, wastewater, recycled water*

## 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.*



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

*Updated May 2019*