

2023 Strategic Plan Update (FYE 2024 – 2028)

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**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 strive to be an effective and efficient organization, providing exceptional service to our community. Our agency seeks to be adaptable and resilient in navigating the challenges of our ever-changing industry. We aspire to be a leader of industry best management practices by continuously improving all areas of our business.

Draft Strategic Goals

1. Maintain our financial stability and sustainability
2. Optimize District-wide operations by improving our business practices, procedures, and information systems to meet evolving needs
3. Foster long-term partnerships to provide efficient and cost-effective services
4. Optimize the Asset Management Program to guide District business decisions
5. Maintain a culture that attracts, retains, and engages a high performing workforce in support of the District's Mission and Values
6. Enhance our ability to respond to emergencies and maintain business continuity
7. Improve the resiliency of the District's water supplies against future uncertainties
8. Ensure greater energy efficiency and reliability for the District
9. Meet or exceed regulatory requirements while preparing for the future regulatory landscape
10. Maintain a high level of customer service and community relations through public outreach, education and partnership efforts

1. Maintain our financial stability and sustainability

- » Strive to limit future utility rate increases to general inflation trends by responsibly managing District assets and costs
- » Ensure financial sustainability through long-term financial planning, including 10-year modeling

2. Optimize District-wide operations by improving our business practices, procedures, and information systems to meet evolving needs

- » Invest in business process improvements to enhance communications and access to information
- » Integrate our business enterprise systems to more effectively share data across the District
- » Review and update our Information Technology and SCADA Master Plans

3. Foster long-term partnerships to provide efficient and cost-effective services

- » Build relationships and actively participate in local partnerships, regional groups, coalitions, and associations to advance common goals
- » Review and update our Joint Powers Authority and other interagency agreements and contracts to address changing conditions and align with the District's Mission and Strategic Plan goals

4. Optimize the Asset Management Program to guide District business decisions

- » Standardize and implement District-wide procedures and plans for the Asset Management Program
- » Expand and maintain asset records including equipment data, criticality, maintenance history, asset condition, and performance
- » Use asset management data to maximize the life of assets and budget for long-term capital replacement needs

5. Maintain a culture that attracts, retains, and engages a high performing workforce in support of the District's Mission and Values

- » Diversify and strengthen the skills of District employees to meet evolving workforce demands through participation in professional organizations and development programs
- » Create a management and leadership program for employee career and professional growth
- » Promote a strong District workforce culture which encourages learning, teamwork, and recognition of employee contributions
- » Improve the District's performance management system for enhanced employee development and engagement

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

- » Update and maintain documentation of emergency response and business continuity plans, including support documents for regional coordination and mutual assistance
- » Manage inventory of emergency assets, equipment, and materials in stock
- » Integrate and strengthen employee knowledge and competency of emergency response through ongoing training and Incident Command System (ICS) and Emergency Operation Center (EOC) exercises
- » Explore coordination of emergency planning with partner agencies and the cities we serve

7. Improve the resiliency of the District's water supplies against future uncertainties

- » Work collaboratively with our Tri-Valley and regional partners in the development of a more diversified and resilient water supply
- » Prepare and implement water conservation strategies to reduce water demand, improve system reliability, and comply with state regulations

8. Ensure greater energy efficiency and reliability for the District

- » Develop a District energy policy and District energy master plan that evaluates sustainable energy sources and opportunities for cost-effective energy conservation and efficiency
- » Prepare a long-term, adaptable fleet management plan that aligns with the District's energy policy and considers business needs, life cycle costs, and future regulations

9. Meet or exceed regulatory requirements while preparing for the future regulatory landscape

- » Sustain a robust safety culture by continuously updating the District's environmental health and safety programs
- » Develop and maintain a centralized regulatory tracking system
- » Collaborate with partner agencies to monitor evolving regulatory requirements and explore potential compliance and mitigation strategies
- » Implement improvements to comply with standards adopted by the Environmental Laboratory Accreditation Program beginning January 1, 2024

10. Maintain a high level of customer service and community relations through public outreach, education and partnership efforts

- » Build public awareness of long-term water supply challenges and opportunities
- » Leverage Tri-Valley and regional partnerships to maximize public outreach efforts
- » Inform, educate, and engage the public through multiple channels, including publications, media, tours, community events, and our Citizens Water Academy

Next Steps

- » **March 21 – Receive Board comments and direction**
- » **April 4 – Review second draft of 2023 Strategic Plan Update**
- » **April 18 – Board adoption of 2023 Strategic Plan Update**





Discussion