Dublin San Ramon Services District

Professional & Leadership Training & Development Program

C.O.R.E. Professional

C.O.R.E. Supervisor

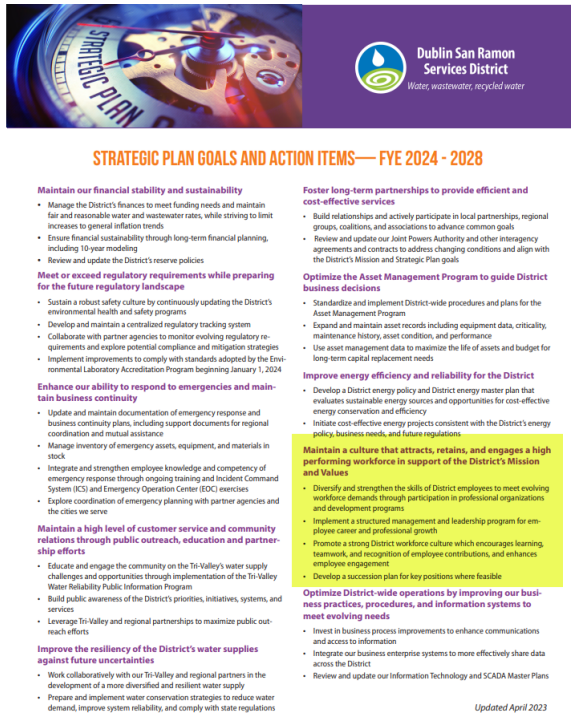
Program of the Office of the General Manager

Board of Directors Meeting: December 5, 2023

Strategic Goals & Action Items

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
- Implement a structured 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, and enhances employee engagement
- Develop a succession plan for key positions where feasible



Dublin San Ramon Services District
Water, wastewater, recycled water

STRATEGIC PLAN GOALS AND ACTION ITEMS— FYE 2024 - 2028

Maintain our financial stability and sustainability
- Manage the District's finances to meet funding needs and maintain fair and reasonable water and wastewater rates, while striving to limit increases to general inflation trends
- Ensure financial sustainability through long-term financial planning, including 10-year modeling
- Review and update the District's reserve policies

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

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

Maintain a high level of customer service and community relations through public outreach, education and partnership efforts
- Educate and engage the community on the Tri-Valley's water supply challenges and opportunities through implementation of the Tri-Valley Water Reliability Public Information Program
- Build public awareness of the District's priorities, initiatives, systems, and services
- Leverage Tri-Valley and regional partnerships to maximize public outreach efforts

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

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

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

Improve 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
- Initiate cost-effective energy projects consistent with the District's energy policy, business needs, and future regulations

Maintain a culture that attracts, retains, and engages a high performing workforce in support of the District's Mission and Values
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- Promote a strong District workforce culture which encourages learning, teamwork, and recognition of employee contributions, and enhances employee engagement
- Develop a succession plan for key positions where feasible

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

Updated April 2023

DSRSD Training & Development Program

- Five (5) Program Elements:

1. Required/Compliance Training
2. Skills Training (Professional and Technical)
3. Development & Activities
4. Senior/Lead Training
5. Supervisory/Management/Executive Development

Five (5) ELEMENTS:

1. Required/Compliance Training

New Hire Training

- New Hire Orientation
- New Hire Safety Orientation
- New Hire ITS Training
- Anti-Harassment (AB1825 or SB1343)
- Diversity Awareness
- Workplace Violence Prevention
- Cyber Security Awareness
- FEMA Training (IS-100/IS-700)
- Disaster Service Worker Training
- New Hire Academy (2 Sessions Per Year)

Approximately 20 hours of Training

Five (5) ELEMENTS:

1. Required/Compliance Training

New Hire Training

LEADS/SENIORS/PROFESSIONALS:

- Advanced FEMA Training (IS-200/IS-800)

SUPERVISORS/MANAGERS:

- HIPAA Awareness
- Workers Compensation for Supervisors
- CSRMA (Risk Pool) Orientation
- Employee Assistance Program (EAP) Orientation
- Reasonable Suspicion for DOT Supervisors
- AB1234 (Senior Managers)

Approximately 28-35 hours of Training

Five (5) ELEMENTS:

1. *Required/Compliance Training*
2. Skills Training (Professional & Technical)

Skills Training (Professional/Technical)

- Continue **technical and professional skills trainings specific to job:**
  - CEUs (license/certifications)
  - Contact Hours (CWEA, etc.)
  - Equipment, tools, regulations, processes, procedures, best practices, etc.
  - Technical schools/programs
  - Computer/Software training
  - Soft skills (effective communications, time management, etc.)

CWEA Microsoft Water Environment Federation the water quality people baywork bay area water/wastewater workforce reliability

NEW! DSRSD C.O.R.E. Training

Two (2) Program Tracks:

C.O.R.E. Professional

C.O.R.E. Supervisor

Career
Opportunity
Readiness
Elevate

Five (5) ELEMENTS:

1. *Required/Compliance Training*
2. Skills Training (Professional & Technical)

C.O.R.E. Training (Pilot)

ANNUAL TRAINING REQUIREMENT

C.O.R.E. Professional

ALL DISTRICT STAFF:

C.O.R.E. Professional - 4 Hours/Year

C.O.R.E. Supervisor

SUPERVISORS/MANAGERS:

C.O.R.E. Professional – 4 Hours/Year
C.O.R.E. Supervisor – 4 hours/Year

Five (5) ELEMENTS:

1. *Required/Compliance Training*
2. Skills Training (Professional & Technical)

C.O.R.E. Training (Pilot): FY24

Diversify and strengthen the skills of District employees *to meet evolving workforce demands* ***through participation in professional organizations and development programs.***

C.O.R.E. Professional

- **Board Policies**
- **Purchasing Procedures**
- **Project Management Basics**
- **District Communications Norms and Standards**
- **District Finance 101**
- Emotional Intelligence/ Effective Communications

C.O.R.E. Supervisor

- Investigations [Workplace]
- Investigations [Accidents]
- **Developing Performance Goals and Evaluations**
- **Performance Management/Discipline**
- Effective Delegation
- Recruitment and Selection

Five (5) ELEMENTS:

1. *Required/Compliance Training*
2. *Skills Training (Professional & Technical)*
3. Development & Activities

Development & Activities

- Out-of-Class/Acting Assignments
- Stretch goals and assignments
- Participation in District-established Committees
- Professional memberships/committees
- Advanced Certificates and Licenses (beyond required)
- Higher education (degrees)

DSRSD Career Development Support Programs

- Tuition Reimbursement Program
- Certificate Reimbursement Program

Five (5) ELEMENTS:

1. *Required/Compliance Training*
2. *Skills Training (Professional & Technical)*
3. Development & Activities

Development & Activities

NEW!

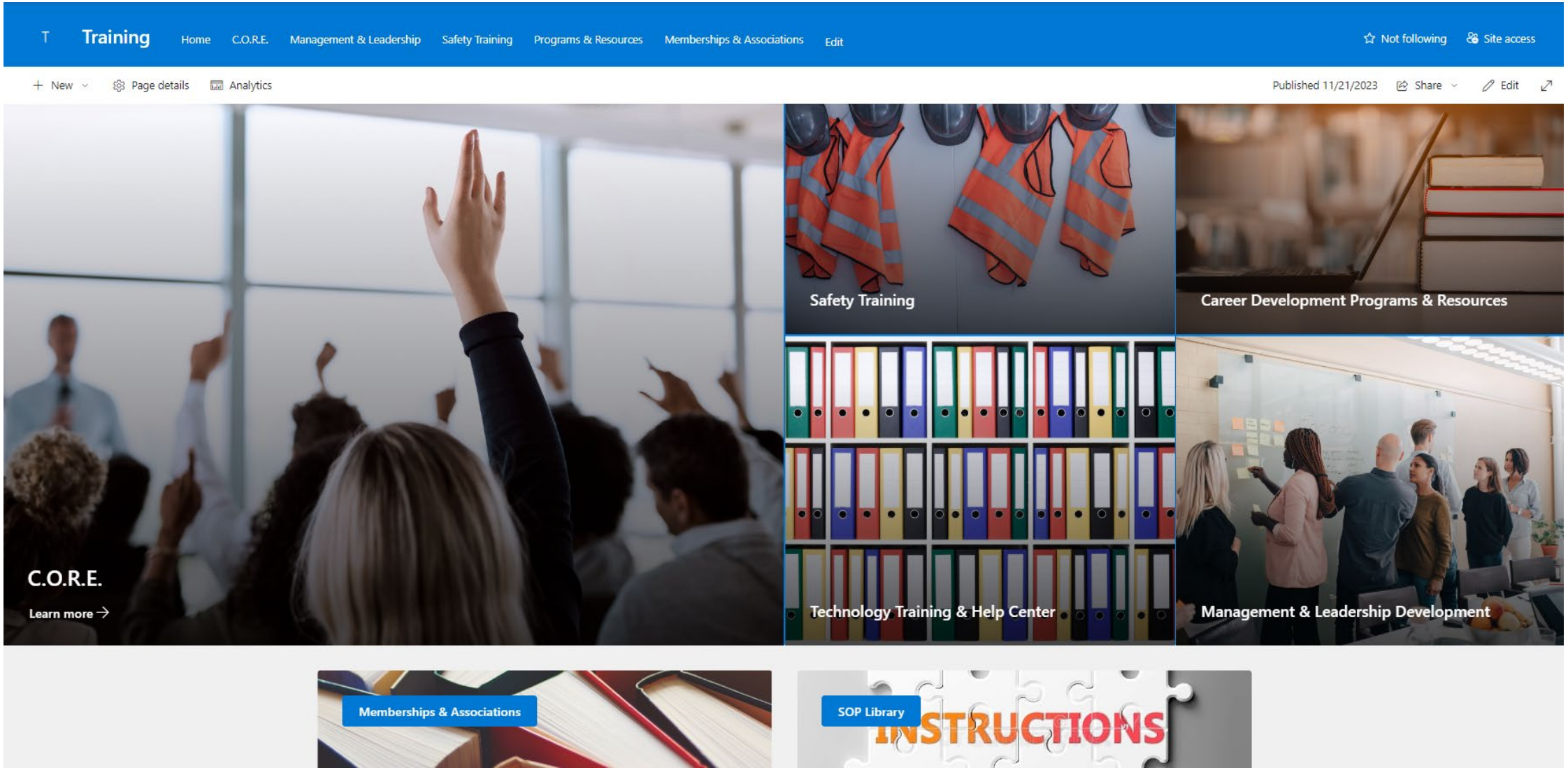
- New Intranet Training HUB
- Professional organizations/memberships page
- Mentorship programs (CASA-LEAD, ICMA Coach-Connect, and BAYWORK-CAMP)

CASA LEAD

COMPASS COACHING PROGRAM COACHCONNECT COACHING WEBINARS ICMA

baywork
Bay area water/wastewater workforce reliability

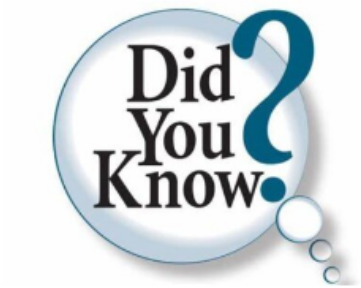
DSRSD Training HUB



TUITION REIMBURSEMENT PROGRAM

If you were given the opportunity to further your education while still being able to work, would you? And what if you had up to $5000 available for your education costs per year?

DSRSD takes pride in being able to provide employees with this exciting opportunity through the District's Education (Tuition) Reimbursement Program! The District recognizes that an educated workforce is a valuable asset to the employer in achieving the organization's goals and objectives in addition to promoting its employee's limitless personal growth.



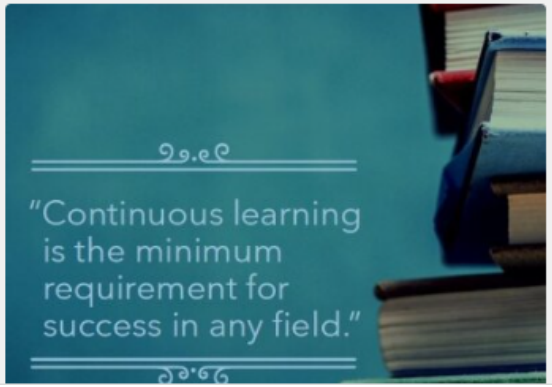
The tuition cost for California State University-Easy Bay ranges from **$6,995** for undergraduate programs and **$8,249** for graduate programs per year.

By utilizing the District's reimbursement program here is what you could save.

California State University-East Bay Tuition Costs with DSRSD Education Reimbursement

	Average Costs Per Year	DSRSD Reimbursement	Total Per Year
Undergraduate Program	$6,995	$5000	$1,995
Graduate Program	$8,249	$5000	$3,249

Provides example of program benefits



Hear from one of your fellow employees and learn what this program has done for him.

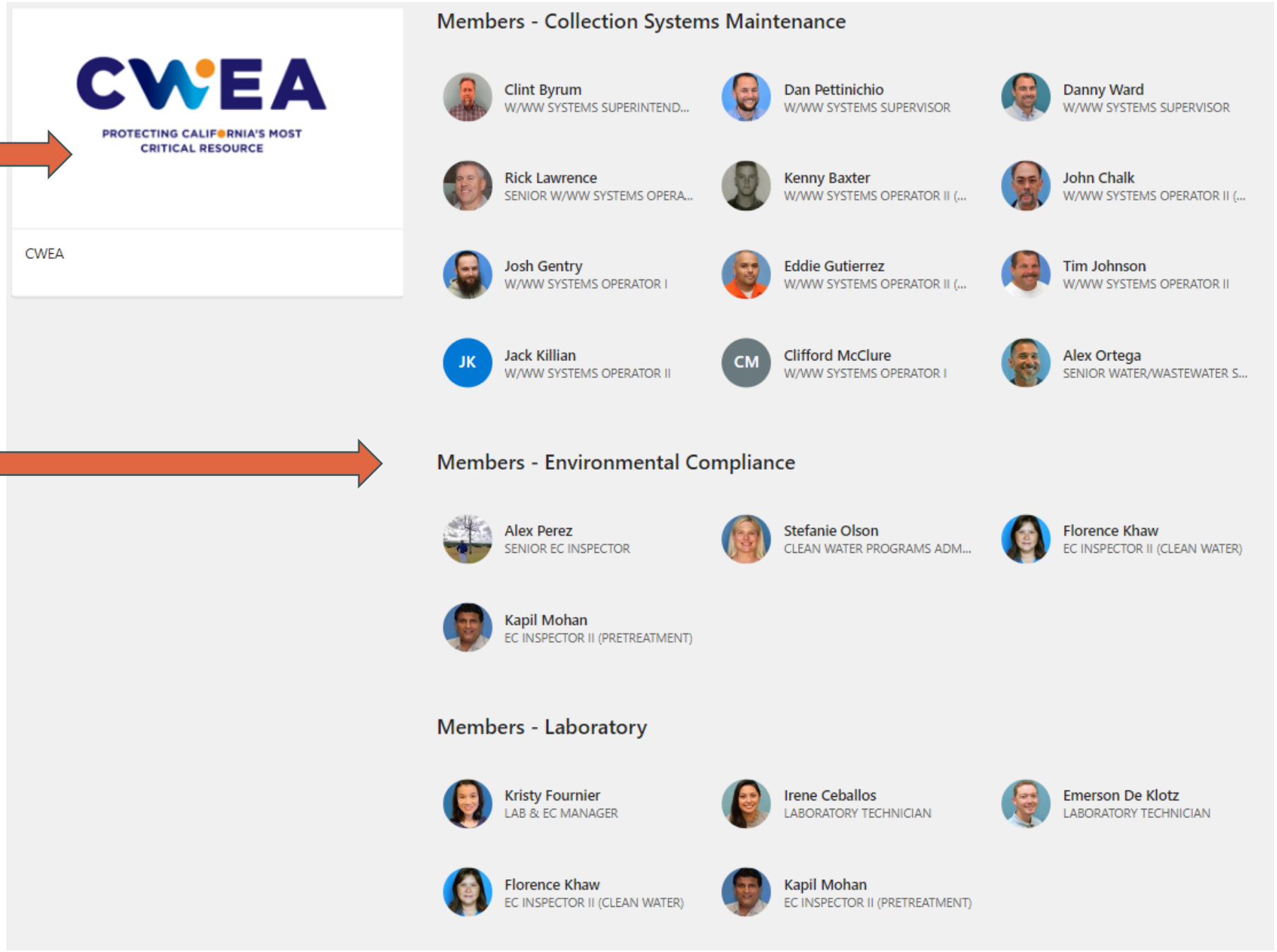
"In early 2015 I was accepted to Santa Clara University's Information Systems Master of Science program. Having saved for initial expenses and books, I looked to DSRSD for tuition assistance. After inquiring with human resources, I was pleased to learn that there were many options for financial aid that the District offered. Those options included loans through deferred compensation in addition to educational reimbursement."

"The educational reimbursement program stipends of over five thousand dollars per year greatly

Testimonial from staff who have benefited from program

Link to Association Website

List of DSRSD staff who are current members



Five (5) ELEMENTS:

1. *Required/Compliance Training*
2. *Skills Training (Professional & Technical)*
3. *Development & Activities*
4. Senior/Lead Training

Senior/Lead Training & Development

- Continue participation in outside training programs:
  - Regional Government Services (RGS)
  - Central Contra Costa Sanitary District (CCCSD) Supervisor Academy
  - Public Utilities & Waterworks Management Institute (PUWMI) Academy
  - Attendance in select LCW webinars

- Implement in-house DSRSD Lead/Senior Academy
  (3-day Program – 24 hours of training)

Public Utilities and Waterworks Management Institute

CENTRAL SAN
CENTRAL CONTRA COSTA SANITARY DISTRICT

LCW LIEBERT CASSIDY WHITMORE

Senior/Lead Academy – Fall 2023 Graduates

Fall 2023 Graduates

Five (5) ELEMENTS:

1. *Required/Compliance Training*
2. *Skills Training (Professional & Technical)*
3. *Development & Activities*
4. *Senior/Lead Training*
5. Supervisory/ Management/ Exec Training

Supervisor/Manager/Executive Training and Development

- **Continue** participation in outside training programs:
  - Regional Government Services (RGS)
  - Central San Management Academy
  - Alameda County Leadership Academy (ACLA)
  - Attendance in LCW webinars
- **Implement** new *C.O.R.E. Supervisor* training program (additional 4 hours per year of training)

CENTRAL SAN
CENTRAL CONTRA COSTA SANITARY DISTRICT

LEADERSHIP ACADEMY
ALAMEDA COUNTY LOCAL GOVERNMENT

LCW LIEBERT CASSIDY WHITMORE

ACLA Graduation 2023

Central Contra Costa Sanitary District Management Leadership Academy Graduates – Fall 2023

Key Training & Development Program Measures

- ✓ 57% of the Full Management team was promoted from within DSRSD
- ✓ 51% of employees promoted internally have completed a formal lead or supervisory training program
- ✓ Eight (8) District staff members have participated in a leadership academy
- ✓ From FY21 – FY24: District provided **35** certificate reimbursements to **27** employees
- ✓ **50** employees attended and completed the first three (3) C.O.R.E. training classes conducted since September 2023

Questions?

C.O.R.E. Professional

C.O.R.E. Supervisor

Contact: **Michelle Gallardo,** ***Special Assistant to the General Manager***

Office of the General Manager