



**Dublin San Ramon
Services District**
Water, wastewater, recycled water

Strategic Plan Update – FY2024

August 20, 2024

Board of Directors Meeting

Strategic Plan

- States the Mission, Vision and District Core Values
- Last updated in April 2023
- 10 strategic goals, with action items



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

- 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

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

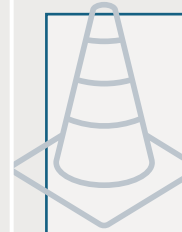
Maintain our financial stability and sustainability



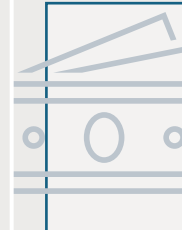
COMPLETED in FY2024



Completed
Comprehensive
Water Rate Study



Replaced 12,000 feet of
water line in Wineberry/
Canterbury neighborhood



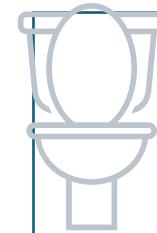
Updated
Miscellaneous Fees
Program for FY25

Maintain our financial stability and sustainability

IN PROGRESS – FY2025



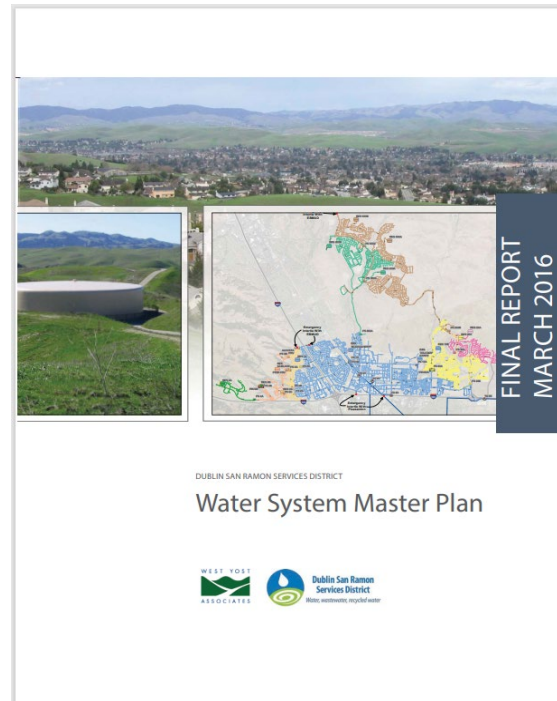
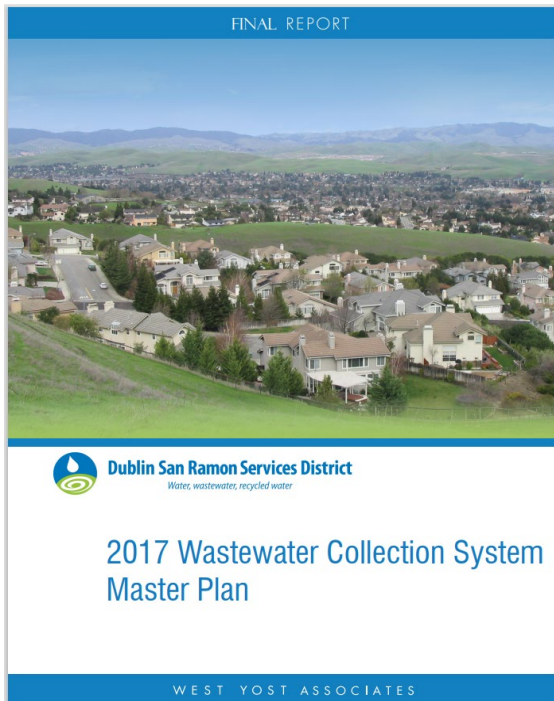
Review District Reserves Policy



Collection System Master Plan update



Water System Master Plan update



Maintain our financial stability and sustainability

FUTURE ACTIVITIES

- Prepare the two-year Operating Budget for FY26 and FY27
- Prepare the Capital Improvement Program (CIP) 10-year Plan and two-year budget
- Review and update ten-year financial planning models for the enterprise funds

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



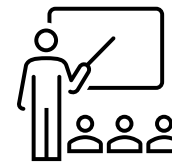
COMPLETED in FY2024



Personal Protective Equipment (PPE) & Electrical Safety Programs



California Environmental Laboratory Accreditation Program



Statewide General Waste Discharge Requirements for Sanitary Sewer Systems



Third Nutrient Watershed Permit for discharges to SF Bay

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

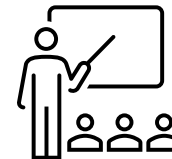


IN PROGRESS – FY2025



New Safety Programs:

- Indoor Heat Illness Prevention
- Outdoor Wildfire Smoke
- Contractor Safety
- Crane Safety



Cross-Connection Control Plan



Partnerships to support recycled water program expansion in a continued effort to manage nutrient discharges to the SF Bay

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

FUTURE ACTIVITIES

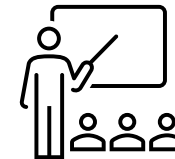
- Evaluate options for complying with the 3rd Nutrient Watershed Permit
- Transition from annual to bi-annual Water Quality Reports (Consumer Confidence Report)

Enhance our ability to respond to emergencies and maintain business continuity

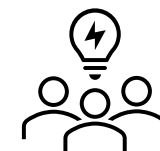
COMPLETED in FY2024



Provided Emergency Preparedness Training which was facilitated by the Alameda County Fire Department



Held a three-day Intermediate Incident Command System (ICS-300) Emergency Operations Center (EOC) training



Participated in a joint EOC tabletop disaster preparedness training exercise coordinated with the City of Dublin

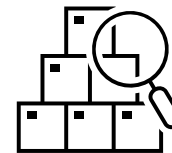


Enhance our ability to respond to emergencies and maintain business continuity

IN PROGRESS – FY2025



Developing and implementing a formal communication plan for emergencies




Creating a centralized and shared location for managing inventory of emergency repair equipment and materials



Participating in California Water Service's annual EOC training exercise

Quality. Service. Value.



California Water Service presents:



Livermore Community EOC

Join Cal Water's Manager of Special Projects and retired Oakland Fire Chief, Gerald Simon, and the Cal Water Emergency Preparedness team as they share best practices, lessons learned, and the challenges facing emergency preparedness. All community and public safety stakeholders are welcome. Please invite your teams. Lunch will be provided.

WEDNESDAY, AUGUST 14, 2024
Robert Livermore Community Center
4444 East Avenue, Livermore, CA 94550

8:30 a.m. - 12:00 p.m.
Emergency Response Overview Training
1:00 p.m. - 3:00 p.m.
Emergency Operations Center Exercise

Scan or click link by Aug. 9, 2024 to register.

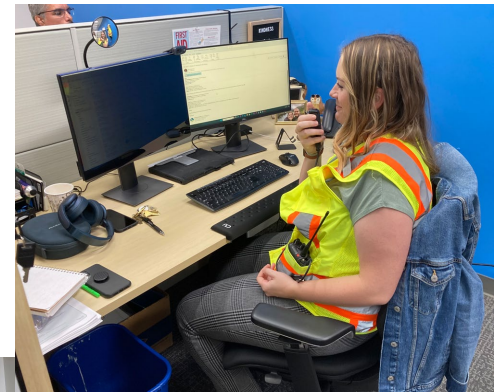


Providing an opportunity for greater coordination during an emergency or disaster.

Enhance our ability to respond to emergencies and maintain business continuity

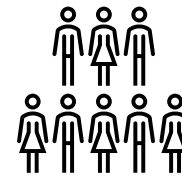
FUTURE ACTIVITIES

- Update District's Emergency Response Plan
- Conduct a functional disaster training exercise
- Implement quarterly radio checks

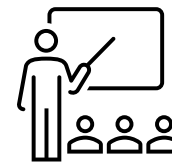


Maintain a high level of customer service and community relations through public outreach, education and partnership efforts

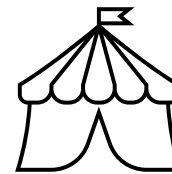
COMPLETED in FY2024



Hosted over 200 participants in Wastewater Treatment Plant tours



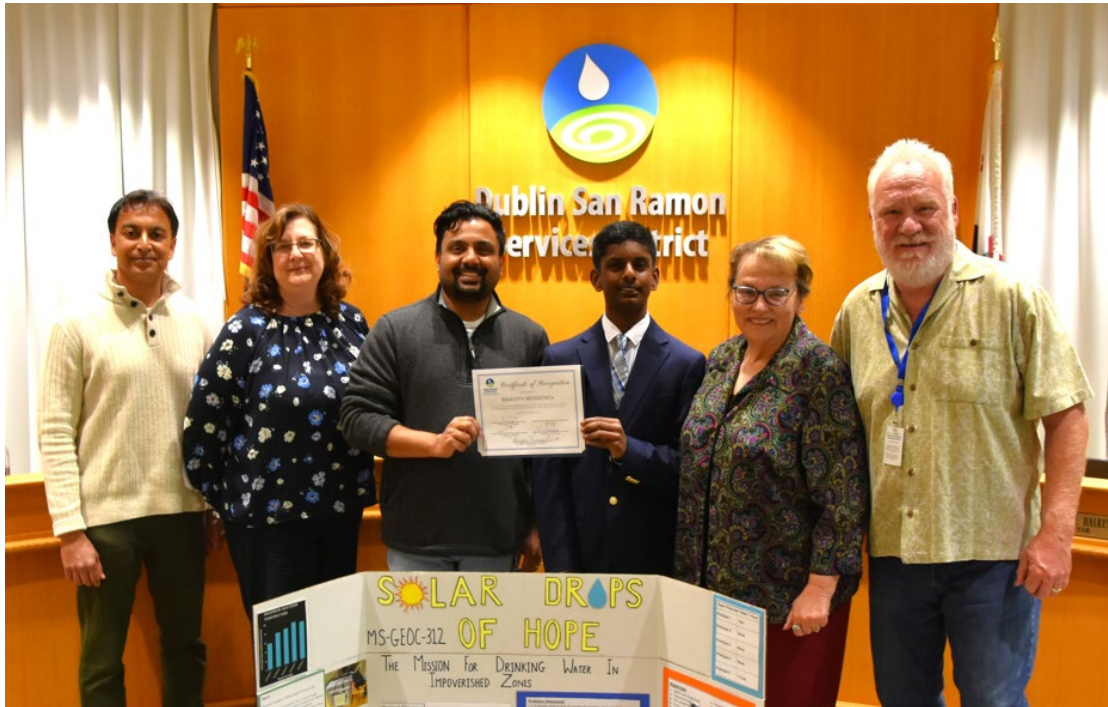
Hosted successful Citizen's Water Academy



Participated in partnerships, including regional science fairs and public events, such as the Dublin St. Patrick's Day Parade



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



IN PROGRESS – FY2025



Create and publish FYE 2023 and 2024 Biennial Report



Implement customer communications on new billing and payment system conversion from Eden to Tyler Munis

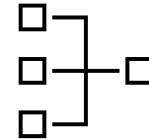
Maintain a high level of customer service and community relations through public outreach, education and partnership efforts

FUTURE ACTIVITIES

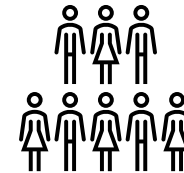
- Continue partnership in Tri-Valley Water Partners Public Information Program
- Continue implementation of Community Outreach Program
- Complete District website redesign and update

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

COMPLETED in FY2024



Completed the EBMUD intertie test in October 2023



Participation in multi-year water conservation workgroup

Delivering water for our community now and into the future



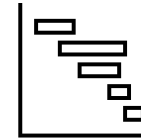
Improve the resiliency of the District's water supplies against future uncertainties



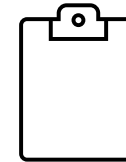
Fact Sheet

Making Water Conservation a California Way of Life

IN PROGRESS – FY2025



Water Conservation Master Plan to identify strategies and programs to meet long term water conservation regulations



Issued a targeted water conservation survey to determine customer interest areas



Began negotiating renewal of water supply contract with Zone 7 and developing agreement with DERWA/ EBMUD for ready to connect customers

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

FUTURE ACTIVITIES

- Work with DERWA and EBMUD to negotiate a long-term supply agreement for supplemental wastewater from Central San
- In collaboration with Zone 7 and other interested retailers, update the 2018 Tri-Valley Potable Reuse Study to reflect change in available supply and recent DPR regulations
- Design and construct Reservoir 20B, a 1.3 million-gallon reservoir to support planned development and ensure reliable service

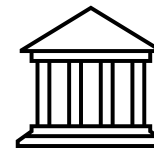
**Foster long-term partnerships
to provide efficient and cost-
effective services**



COMPLETED in FY2024



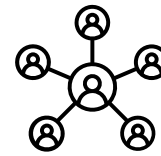
Assisted Pleasanton with processing drinking water samples under the Reciprocal Services Agreement



Collaborated with professional organizations and partner agencies of advocacy matters or importance including letters on PFAS, nutrients and water conservation.

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

IN PROGRESS – FY2025



Participating in professional network committees to exchange information and advance common goals including CASA, ACWA, BACWA, BAYWORK, Tri-Valley Water Retailers, CSDA, AWWA, CWEA, WRWC



California Special
Districts Association
Districts Stronger Together



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

FUTURE ACTIVITIES

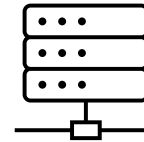
- Update the LAVWMA Operations and Maintenance Agreement
- Resume negotiations with EBMUD to comprehensively update the DERWA agreements

Optimize the Asset Management Program to guide District business decisions

COMPLETED in FY2024



Completed adding all major assets to Central Square Asset Management (CSAM)



Utilized asset replacement costs from the asset management database as the basis for allocating water system expenses between customer classifications in the 2024 Water Rate Study.



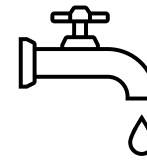
Transitioned from paper to CSAM mobile for collection of water reservoir and pump station daily round inspection and water quality data



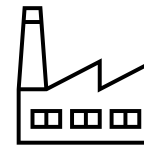
Optimize the Asset Management Program to guide District business decisions



IN PROGRESS – FY2025



Completing lead service line inventory for the potable water system



Working to complete the wastewater collection system 10-year rehabilitation plan



Fully transitioning from paper to CSAM to electronically receive maintenance work orders and complete maintenance record information

Optimize the Asset Management Program to guide District business decisions

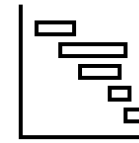
FUTURE ACTIVITIES

- Update Fleet Management Plan to reflect Energy policy goals and future regulatory requirements.
- Prepare a comprehensive Asset Management Program Plan

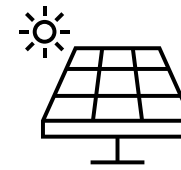


Improve energy efficiency and reliability for the District

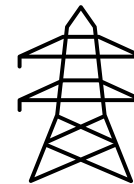
COMPLETED in FY2024



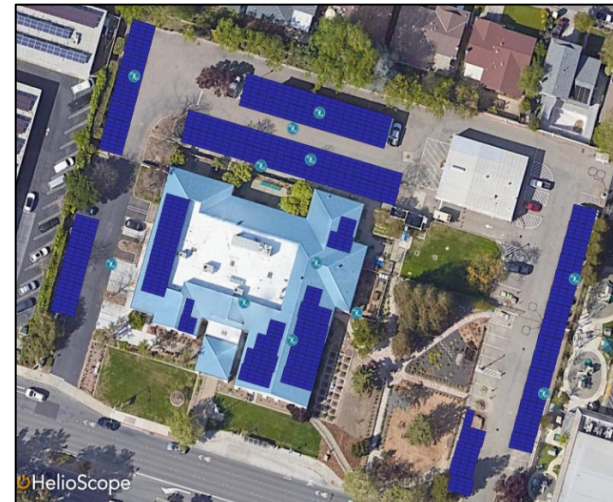
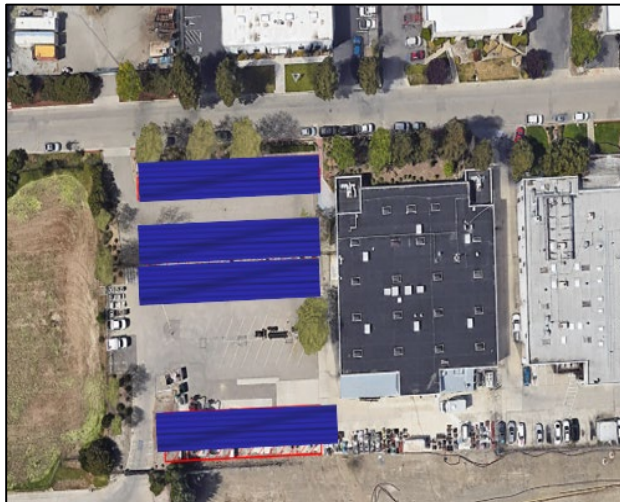
Completed Energy Facilities Master Plan and approved new Energy Policy



Two solar projects added to the Capital Improvement Plan



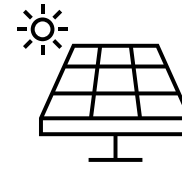
One electrical improvement project added to the Capital Improvement Plan



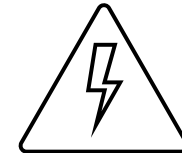
Improve energy efficiency and reliability for the District



IN PROGRESS – FY2025



Begin planning phase for onsite and offsite solar project



Began planning phase for electrical improvements at the WWTP



Continuing to work with the Bay Area Air Quality Management District on review of the District's permit application for the flare and FOG program

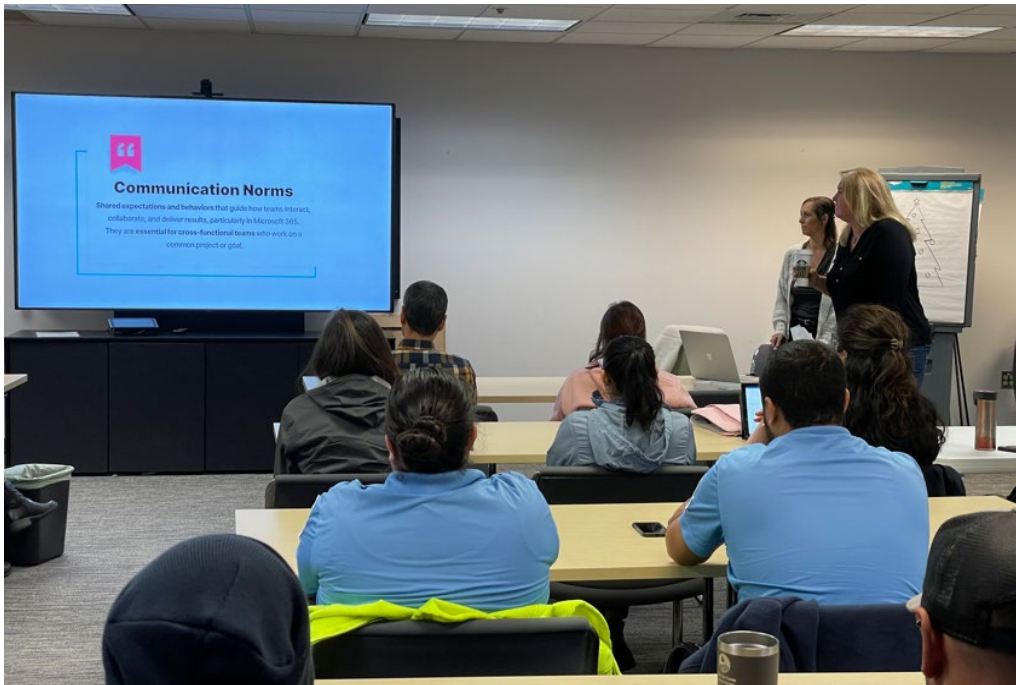
Improve energy efficiency and reliability for the District

FUTURE ACTIVITIES

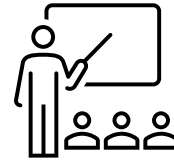
- Work to add energy projects as recommended by the Energy Master Plan into the next Ten-Year Plan and Two-Year Budget
- Explore interest in a food waste program



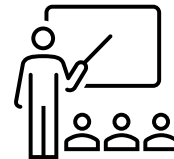
Maintain a culture that attracts, retains, and engages a high performing workforce in support of the District's Mission and Values



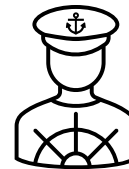
COMPLETED in FY2024



Implemented new C.O.R.E. professional and supervisory training and development program



Staff participated in the Alameda County Leadership Academy (ALCA)

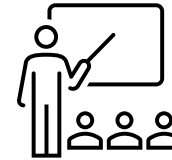


Conducted in-house senior/lead worker training program

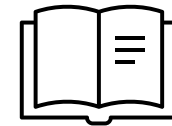
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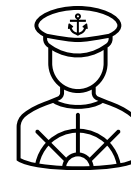
IN PROGRESS – FY2025



Rollout of Phase 2 of C.O.R.E. professional and supervisory training and development program



Complete Workforce Study for Engineering and Administrative Services Departments



Continue to host in-house senior/lead training program for new and promoted staff

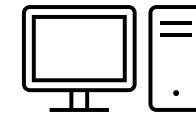
Maintain a culture that attracts, retains, and engages a high performing workforce in support of the District's Mission and Values

FUTURE ACTIVITIES

- Update performance management program to tie-in performance goals with Strategic Plan initiatives for alignment with business priorities
- Continue implementation of C.O.R.E. in-house professional and supervisory professional development program

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

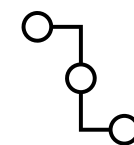
COMPLETED in FY2024



Implemented Tyler Munis software for Payroll and Employee Self-Service and Capital Assets



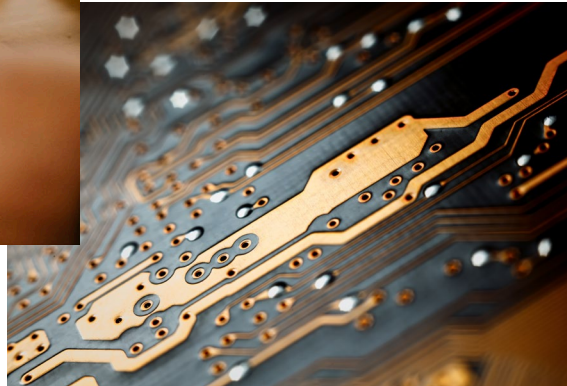
Established internet access redundancy for the District business network



Upgraded and replaced secondary wide area network (WAN) backbone



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



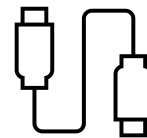
IN PROGRESS – FY2025



Update the Information Technology Master Plan, including review of AI opportunities



Complete implementation of new Tyler Munis Enterprise Resource System (ERP) from Eden



Advancing on WWTP SCADA Improvements Project

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

FUTURE ACTIVITIES

- Upgrade Laboratory Information Management System (LIMS) to meet new State regulations
- Conduct needs and functionality audit of software subscriptions
- Implement the new Digital Asset Management System



Dublin San Ramon
Services District
Water, wastewater, recycled water



Discussion/Questions