



2025 Strategic Plan – Update *Continue Discussion*

Board of Directors Meeting
March 4, 2025



Dublin San Ramon Services District

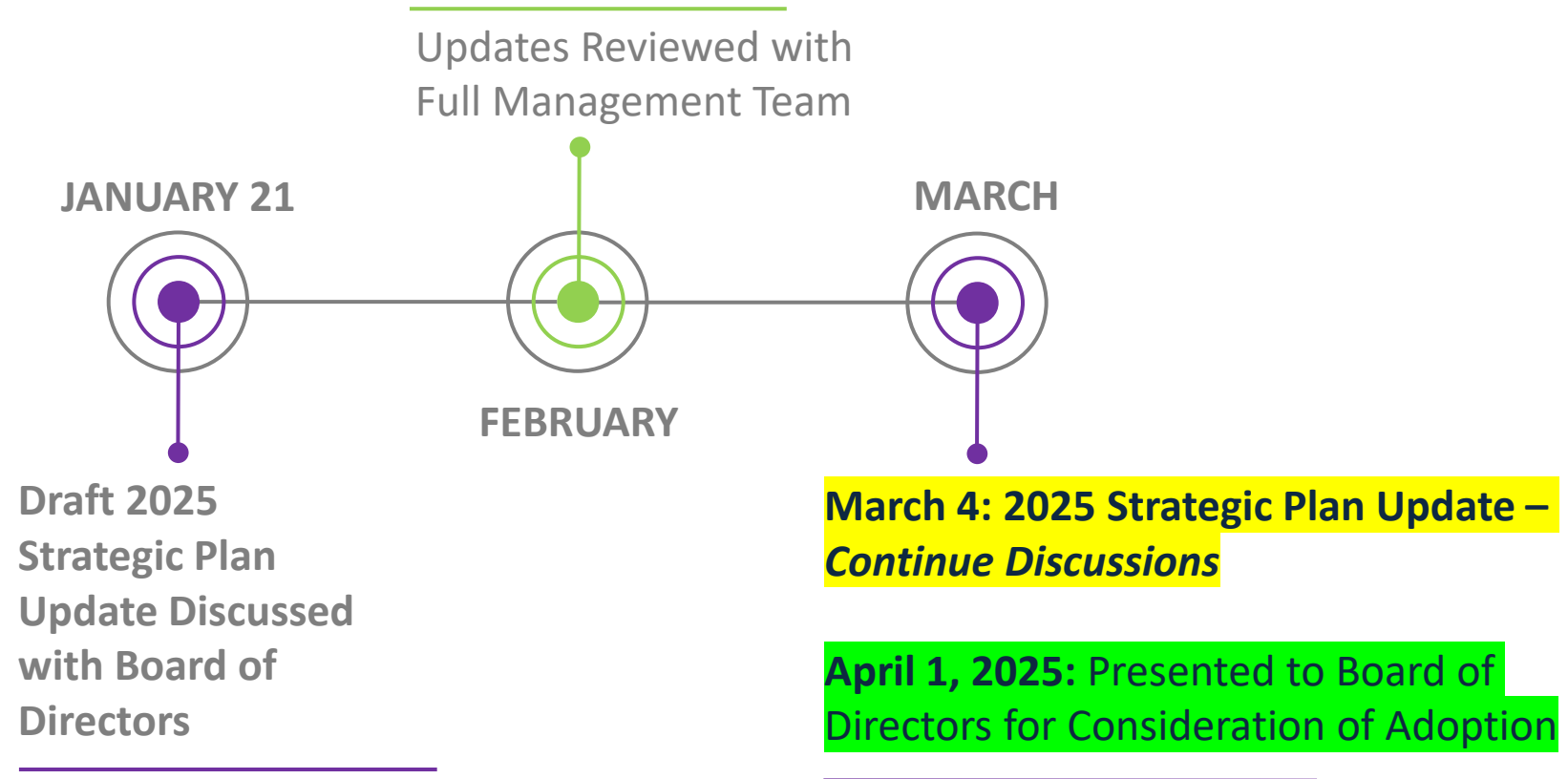
Water, wastewater, recycled water

DISCUSSION TOPICS

- 2025 Strategic Plan Update - Timeline
- Proposed Strategic Plan Structure/Organization
- Review Mission, Vision, and Values
- Strategic Goals, Strategies, Objectives
- Next Steps



Timeline



STRATEGIC PLAN ORGANIZATION

Strategic Plan

Visionary & Guiding

- Board President Message
- General Manager Message
- Mission
- Vision
- Values
- Goals
- Strategies
- Objectives

Work Plan

Implementation & Action

- Goals
- Strategies
- Objectives
- Projects
- Lead and Support Departments



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, and to be seen as an industry leader of best management practices. Our agency seeks to be adaptable, resilient, and innovative in navigating our ever-changing industry.



VALUES



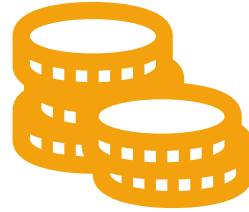
- Protect Public Health and the Environment
- Sustain Financial Stability
- Be Open and Transparent
- Fairness, Respect, Honesty, and Ethics
- Operate Safely
- Provide High Quality Customer Service
- Provide Sustainable, Efficient, Reliable, and Secure Services
- Perform at a High Standard



SIX GOALS



**Environmental Protection
& Regulatory Compliance**



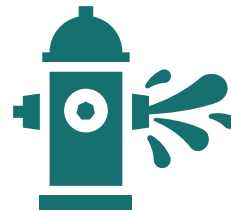
**Long-term Financial
Stability &
Sustainability**



**Workforce
Development &
Planning**



**Resilient & Effective
Operations**



**Long-term
Infrastructure
Investment**



**Customer Service &
Community
Engagement**

GOAL

2 STRATEGIES



1. Environmental Protection & Regulatory Compliance

Meet or exceed environmental and public health standards while preparing for the future regulatory landscape.



GOAL

STRATEGIES

OBJECTIVES

1. Environmental Protection & Regulatory Compliance

A. Strategy: Minimize impacts to the environment by reducing, recycling, and conserving natural resources.

Objectives:

- Increase the use and generation of renewable energy to offset additional future energy demands and reduce greenhouse gas emissions.
- Maximize water recycling to reduce nutrient discharges to San Francisco Bay.
- Conserve potable water supplies through efficiency, conservation and recycling.



GOAL

STRATEGIES

OBJECTIVES

1. Environmental Protection & Regulatory Compliance

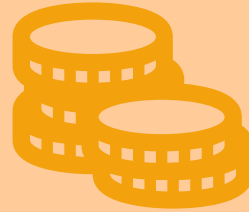
B. Strategy: Operate and maintain District facilities to meet or exceed regulatory requirements while preparing for the future regulatory landscape.

Objectives:

- Develop and maintain a centralized system for overseeing and tracking regulatory requirements, compliance, and reporting.
- Collaborate with partner agencies to monitor evolving regulatory requirements and explore potential compliance and mitigation strategies.

GOAL

2 STRATEGIES



2. Long-term Financial Stability & Sustainability

Manage the District's finances to meet funding needs and maintain fair and reasonable water and wastewater rates.



GOAL

STRATEGIES

OBJECTIVES

2. Long-term Financial Stability & Sustainability

A. Strategy: Ensure financial sustainability through long-term financial planning.

Objectives:

- Maintain ten-year financial planning models that include long-term forecasts of operating and capital expenditures, revenue requirements and rates and charges.
- Plan for rate ~~increases~~ adjustments that are steady, predictable, and based on our ~~strategic~~ business needs.



GOAL

STRATEGIES

OBJECTIVES

2. Long-term Financial Stability & Sustainability

B. Strategy: Enhance accountability and transparency in financial management.

Objectives:

- Provide accurate, timely and informative financial reports to the Board.
- Regularly ~~review and~~ update financial processes, procedures, and policies to ~~reflect current practices and legal requirements~~ optimize management of the District's finances, including debt, reserves, and investments.

GOAL

3 STRATEGIES



3. Workforce Development & Planning

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



GOAL

STRATEGIES

OBJECTIVES

3. Workforce Development & Planning

A. Strategy: Sustain a robust safety culture by continuously updating the District's environmental health and safety programs.

Objectives:

- Regularly review and update safety policies and procedures to ensure compliance and relevance.
- Provide ongoing safety training and resources to equip staff with the knowledge and skills to maintain a safe workplace.



GOAL

STRATEGIES

OBJECTIVES

3. Workforce Development & Planning

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

Objectives:

- Formalize on-the-job training programs in all District departments.
- Establish a mentorship system to support knowledge transfer and encourage professional development.
- ~~• Continue to improve~~ Strengthen the management and leadership program ~~that leverages technology and fosters innovation~~ for employee career and professional growth.
- Leverage technology and foster innovation to elevate the skills of District employees.



GOAL

STRATEGIES

OBJECTIVES

3. Workforce Development & Planning

~~B.~~ **C. Strategy:** Plan for succession of key positions where feasible.

Objectives:

- Provide professional growth opportunities through "stretch" and temporary acting assignments when feasible and supports business needs.
- Update recruitment and selection standard procedures to optimize employee engagement, performance and retention.



GOAL

STRATEGIES

OBJECTIVES

3. Workforce Development & Planning

✎ **D. Strategy:** Promote a District culture which encourages learning, innovation, teamwork, and recognition.

Objectives:

- Provide ~~inclusive~~ opportunities for employee engagement through programs and initiatives which align with employee interests and support teamwork.
- ~~Provide~~ Promote employee recognition programs which acknowledges employees for high-level performance and ~~commitment~~ contributions to the District and industry, ~~in support of the District's Mission and Core Values.~~

GOAL

3 STRATEGIES



4. Resilient & Effective Operations

Improve the resiliency of our operations against emergencies and future uncertainties through planning, long-term partnerships, and integrating technologies that improve the efficiency and effectiveness of our business processes.



GOAL

STRATEGIES

OBJECTIVES

4. Resilient & Effective Operations

A. Strategy: Strengthen emergency preparedness and response plans for responding to internal and external incidents.

Objectives:

- Update and maintain emergency response and business continuity plans, including support documents for regional coordination and mutual assistance.
- ~~Manage inventory of~~ Optimize and invest appropriately in emergency equipment, materials, and supply contracts.
- Review and exercise emergency communications, critical functions, information technology infrastructure and protocols to support emergency response and recovery preparedness.



GOAL

STRATEGIES

OBJECTIVES

4. Resilient & Effective Operations

B. Strategy: Increase the resiliency of District water supplies and operations through long-term partnerships.

Objectives:

- ~~Work collaboratively~~ Partner with ~~Tri Valley Water Agencies~~ agencies to explore and implement options to diversify and improve the resiliency of our water supply.
- ~~Review and u~~ Update Joint Powers Authority and interagency agreements to ~~reflect current practices and~~ provide a vision and framework for meeting future program needs.



GOAL

STRATEGIES

OBJECTIVES

4. Resilient & Effective Operations

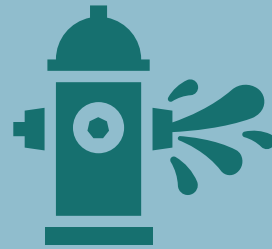
C. Strategy: Update and maintain a long-term plan to guide technology investments and resources.

Objectives:

- Implement technologies that improve the efficiency and effectiveness of business processes.
- Centralize, structure, and manage data to support consistent analysis and reporting.
- Fortify our digital infrastructure and strengthen knowledge and tools needed to protect against risk.

GOAL

3 STRATEGIES



5. Long-term Infrastructure Investment

Cost-effectively manage, maintain, and improve infrastructure to deliver sustainable, reliable, high-quality service now and in the future.



GOAL

STRATEGIES

OBJECTIVES

5. Long-term Infrastructure Investment

A. Strategy: ~~Maintain~~ Prepare ~~coordinated~~ comprehensive facility master plans ~~for all facilities and assets~~ to guide long-term infrastructure investments needed to meet future demands.

Objectives:

- Periodically update and maintain a master plan for each group of assets or system that reflects current condition and performance, and addresses improvements needed to meet defined service-level requirements at buildout.



GOAL

STRATEGIES

OBJECTIVES

5. Long-term Infrastructure Investment

B. Strategy: Optimize the Asset Management Program to guide District business decisions.

Objectives:

- Standardize and implement District-wide procedures and plans for the Asset Management Program.
- ~~Use~~ Leverage asset management data to determine criticality, maximize preventative maintenance to extend the life of assets and budget for long-term capital replacement needs.



GOAL

STRATEGIES

OBJECTIVES

5. Long-term Infrastructure Investment

C. Strategy: Manage and implement a prioritized Capital Improvement Program to address long-term infrastructure needs.

Objectives:

- Plan and design capital projects to improve resiliency and meet or surpass environmental and regulatory requirements.
- Coordinate and collaborate construction project scheduling with city, county, and stakeholders to minimize impacts on communities.

GOAL

2 STRATEGIES



6. Customer Service & Community Engagement

Foster confidence and trust in District services through quality customer service, community engagement, education, and partnership efforts.



GOAL

STRATEGIES

OBJECTIVES

6. Customer Service & Community Engagement

A. Strategy: Provide quality service, and timely information and resolution of customer inquiries.

Objectives:

- Formalize a customer service program that provides efficient management through technology, enhanced quality, and proactive customer service that ~~and~~ measures ~~tracks~~ performance.
- Continuously update measures to protect customer data and other personally identifiable information.



GOAL

STRATEGIES

OBJECTIVES

6. Customer Service & Community Engagement

B. Strategy: Build public awareness through outreach and education of District services, priorities, and initiatives.

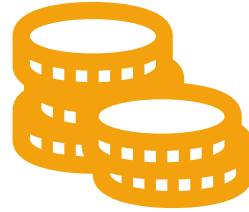
Objectives:

- Redesign website and leverage social media platforms to improve accessibility and customer experience.
- Leverage Tri-Valley and regional partnerships to maximize public outreach and communication on water supply challenges and potential solutions.
- Educate and engage the community on water, wastewater treatment and recycled water services.

SIX GOALS



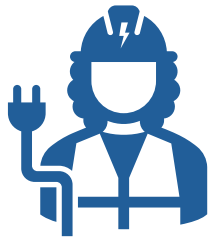
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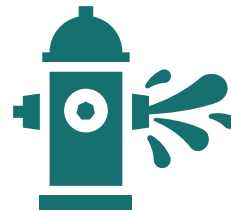
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Next Steps

- Incorporate any final edits proposed by the Board of Directors on March 4, 2025
- Bring the proposed DSRSD Strategic Plan 2025 to the Board for adoption on April 1, 2025



Questions?



**Dublin San Ramon
Services District**

Water, wastewater, recycled water



Dublin San Ramon Services District

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