

Strategic Plan | FY 2026 – FY 2030



**Dublin San Ramon
Services District**

Water, wastewater, recycled water

This page is intentionally left blank



Message from the Board President

On behalf of the Board of Directors of the Dublin San Ramon Services District (DSRSD), I am honored to present the Strategic Plan for Fiscal Years 2026 - 2030, a vital document that outlines our path forward to ensuring safe, reliable, and sustainable water and wastewater services for the community.

DSRSD was formed in 1953 as the Parks Community Service District, providing essential services to the growing communities of Dublin and San Ramon. Our name and responsibilities have changed over the years, but our commitment to delivering high-quality services and protecting the environment has remained strong. Today, DSRSD proudly provides water, recycled water, and wastewater services to approximately 192,000 residents in Dublin, southern San Ramon, the Dougherty Valley area of San Ramon, and Pleasanton.

The five-year Strategic Plan is designed to support DSRSD's mission of protecting public health and the environment, and our vision to be an industry leader that is adaptable, resilient, and innovative in navigating industry changes. The Strategic Plan reflects evolving challenges, opportunities to strengthen and build more resilient operations through collaborative partnerships, and innovation. In this most recent update, the Board has identified the following strategic goal areas that are critical to the success of DSRSD's mission and vision:

- Long-Term Financial Stability & Sustainability
- Resilient & Effective Operations
- Long-Term Infrastructure Investment
- Customer Service & Community Engagement
- Environmental Protection & Regulatory Compliance
- Workforce Development & Planning

With a dedicated Board, professional staff, and engaged community, DSRSD is committed to delivering on these goals and serving our community with the highest standards of quality and reliability.

Arun Goel
Board President





Message from the General Manager

At Dublin San Ramon Services District (DSRSD), we are committed to protecting public health and the environment by providing reliable and sustainable water, recycled water, and wastewater services in a safe, efficient, and fiscally responsible manner. To ensure we continue to achieve this important mission, DSRSD has completed an update to our five-year Strategic Plan.

The Strategic Plan for Fiscal Years 2026 - 2030 will guide our efforts over the next five years, aligning daily operations and resources with DSRSD's mission and long-term vision for success. The Strategic Plan contains six multi-year goal areas, reflecting Board policy direction and priorities. Each strategic goal area is supported by measurable strategies and objectives that will be integrated into DSRSD's operating and capital budgets, and other plans and programs, to deliver successful outcomes.

After decades of expansion, DSRSD's priorities are changing. As our service area gets closer to buildout, our focus shifts to preventative maintenance and strengthening both the resilience and effectiveness of our operations. Over the next five years, DSRSD will plan for, and respond to, a broad array of issues such as increasingly complex regulatory requirements, aging infrastructure, rising operational costs, water and energy resiliency, emergency preparedness, and a dynamic and changing workforce. The Strategic Plan outlines strategies for addressing these issues through sound planning, and by leveraging innovation and collaboration with agency partners and community stakeholders.

I am privileged to manage a team of forward-thinking and talented professionals who are dedicated to providing 24/7 services to the community. Together with the Board's leadership and support, I am confident that DSRSD is well-positioned to tackle our future challenges and deliver on the goals of the Strategic Plan.

A handwritten signature in black ink, appearing to read "Jan R. Lee".

Jan R. Lee, PE
General Manager



Overview

At Dublin San Ramon Services District, our five-year Strategic Plan serves as our road map, ensuring that our daily operations align with our long-term vision for adaptability, resilience, and innovation.

Mission

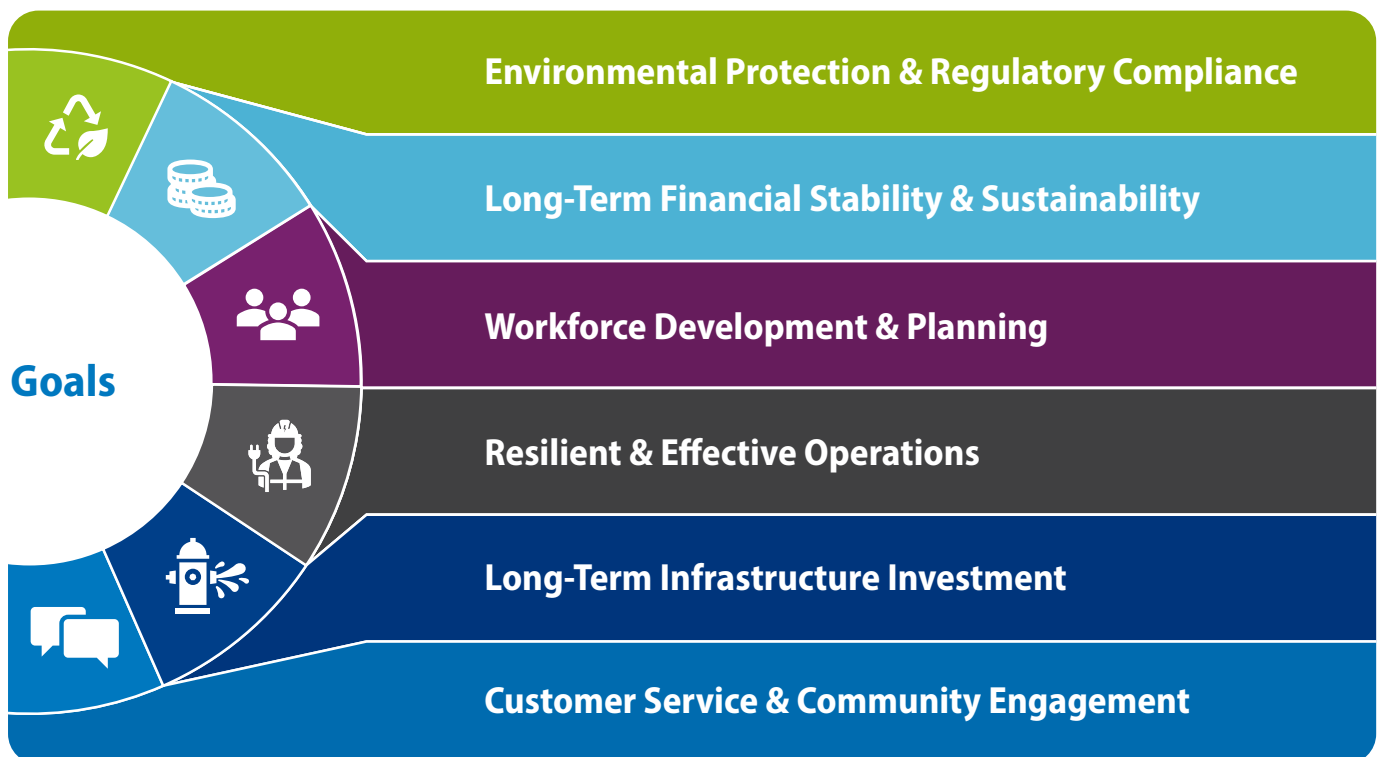
Protect public health and the environment by providing reliable and sustainable water, recycled water, and wastewater services in a safe, efficient, and fiscally responsible manner.

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



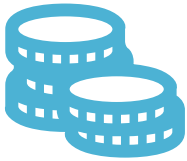


Environmental Protection & Regulatory Compliance

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

STRATEGIES		OBJECTIVES	
A	Minimize impacts to the environment by reducing, recycling, and conserving natural resources.	1	Increase the use and generation of renewable energy to offset additional future energy demands and reduce greenhouse gas emissions.
		2	Maximize water recycling to reduce nutrient discharges to San Francisco Bay.
		3	Conserve potable water supplies through efficiency, conservation, and recycling.
B	Operate and maintain District facilities to meet or exceed regulatory requirements while preparing for the future regulatory landscape.	1	Develop and maintain a centralized system for overseeing and tracking regulatory requirements, compliance, and reporting.
		2	Collaborate with partner agencies to monitor evolving regulatory requirements and explore potential compliance and mitigation strategies.





Long-Term Financial Stability & Sustainability

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

STRATEGIES		OBJECTIVES	
A	Ensure financial sustainability through long-term financial planning.	1	Maintain ten-year financial planning models that include long-term forecasts of operating and capital expenditures, revenue requirements, and rates and charges.
		2	Plan for rate adjustments that are steady, predictable, and based on our business needs.
B	Enhance accountability and transparency in financial management.	1	Provide accurate, timely, and informative financial reports to the Board.
		2	Regularly update financial processes, procedures, and policies to optimize management of the District's finances, including debt, reserves, and investments.





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.

STRATEGIES		OBJECTIVES	
A	Sustain a robust safety culture by continuously updating the District's environmental health and safety programs.	1	Regularly review and update safety policies and procedures to ensure compliance and relevance.
		2	Provide ongoing safety training and resources to equip staff with the knowledge and skills to maintain a safe workplace.
B	Diversify and strengthen the skills of District employees to meet evolving workforce demands.	1	Formalize on-the-job training programs in all District departments.
		2	Establish a mentorship system to support knowledge transfer and encourage professional development.
		3	Strengthen the management and leadership program for employee career and professional growth.
		4	Leverage technology and foster innovation to elevate the skills of District employees.
C	Plan for succession of key positions where feasible.	1	Provide professional growth opportunities through stretch and temporary acting assignments when feasible and supports business needs.
		2	Update recruitment and selection standard procedures to optimize employee performance and retention.
D	Promote a District culture which encourages learning, teamwork, innovation, and recognition.	1	Provide opportunities for employee engagement through programs and initiatives which align with employee interests and support teamwork.
		2	Promote employee recognition programs which acknowledge employees for high-level performance and contributions to the District and industry.

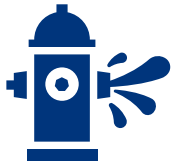


Resilient & Effective Operations

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.

STRATEGIES		OBJECTIVES	
A	Strengthen Emergency Preparedness and Response Plans for responding to internal and external incidents.	1	Update and maintain emergency response and business continuity plans, including support documents for regional coordination and mutual assistance.
		2	Optimize and invest appropriately in emergency equipment, materials, and supply contracts.
		3	Review and exercise emergency communications, critical functions, information technology infrastructure, and protocols to support emergency response and recovery preparedness.
B	Increase the resiliency of District water supplies and operations through long-term partnerships.	1	Partner with agencies to explore and implement options to diversify and improve the resiliency of our water supply.
		2	Update Joint Powers Authority and interagency agreements to provide a vision and framework for meeting future program needs.
C	Update and maintain a long-term plan to guide technology investments and resources.	1	Implement technologies that improve the efficiency and effectiveness of business processes.
		2	Centralize, structure, and manage data to support consistent analysis and reporting.
		3	Fortify our digital infrastructure and strengthen knowledge and tools needed to protect against risk.





Long-Term Infrastructure Investment

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

STRATEGIES		OBJECTIVES	
A	Prepare comprehensive facility master plans to guide long-term infrastructure investments needed to meet future demands.	1	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.
B	Optimize the Asset Management Program to guide District business decisions.	1	Standardize and implement District-wide procedures and plans for the Asset Management Program.
		2	Leverage asset management data to determine criticality, maximize preventative maintenance to extend the life of assets and budget for long-term capital replacement needs.
C	Manage and implement a prioritized Capital Improvement Program to address long-term infrastructure needs.	1	Plan and design capital projects to improve resiliency and meet or surpass environmental and regulatory requirements.
		2	Coordinate and collaborate construction project scheduling with city, county, and stakeholders to minimize impacts on communities.





Customer Service & Community Engagement

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

STRATEGIES		OBJECTIVES	
A	Provide quality service and timely information and resolution of customer inquiries.	1	Formalize a customer service program that provides efficient management through technology, enhanced quality, and proactive customer service that measures performance.
		2	Continuously update measures to protect customer data and other personally identifiable information.
B	Build public awareness through outreach and education of District services, priorities, and initiatives.	1	Redesign website and leverage social media platforms to improve accessibility and customer experience.
		2	Leverage Tri-Valley and regional partnerships to maximize public outreach and communication on water supply challenges and potential solutions.
		3	Educate and engage the community on water, wastewater treatment, and recycled water services.





Dublin San Ramon Services District

Water, wastewater, recycled water

7051 Dublin Blvd.
Dublin, CA 94568
(925) 828-0515
www.dsrsd.com