

STRATEGIC PLAN

**DUBLIN SAN RAMON SERVICES
DISTRICT**

YEAR 2001

**Adopted by Board of Directors
January 16, 2001**

PHYSICAL PLANT

Goal

Plan, design, build, operate and maintain District infrastructure in a cost effective manner while staying on schedule and within budget and while using proven technology to its full potential, in order to meet capacity needs, community and customer expectations, and regulatory standards.

Objectives

- A. Substantially complete and place into operation the Stage 4 wastewater treatment plant improvements.
- B. Have continuous access to sufficient wastewater disposal capacity with primary emphasis on the LAVWMA project.
- C. Provide service at competitive costs while maintaining the best water quality possible at that cost.
- D. Complete field and plant infrastructure to provide “just-in-time” potable water, recycled water and sanitary sewer systems as needed within the respective service areas.
- E. Complete workspace projects that are needed to support the core functions of the District.
- F. Grow the recycled water enterprise in an orderly and efficient manner.
- G. Provide analyses to support timely policy decisions on:
 - 1. DERWA
 - 2. Zone 7 well
 - 3. Bio-solids Disposal

Measurements

- A. Complete Stage 4 by the end of November 2003 for \$34.5 million and do so without having a “stockyard smell” incident and with no violations of the plant’s discharge permit.
- B. Have new potable water, recycled water and wastewater facilities available “just in time” to appropriate District service areas at a average accost of less than \$4,520 / new water customer served and \$6,480 / new sewer customer services.
- C. Operate the District’s utility systems as follows:
 - 1. Deliver potable water for a cost (not including the cost of water purchased from Zone 7 or replacement reserves) less than \$620 / million gallons.

2. Deliver recycled water for a cost (not including replacement reserves) less than \$620 / million gallons.
 3. Treat wastewater for a cost less than \$1,675 / million gallons.
 4. Collect wastewater for a cost less than \$60 / DUE per year (not including replacement reserves).
 5. Reduce odor complaints from the WWTP to a level less than 10 per year.
 6. Operate the District's water, recycled water and wastewater systems with no violations of applicable regulatory permits.
- D. Meet "Best of Public Agency" standards for all workspace projects.
- E. Provide recycled water service at a cost to the District of 50% less than the cost to the District to provide potable water service.
- F. Make a "Go-No-Go" decision on DERWA by February 28, 2001.
- G. Be prepared to make a decision regarding the Zone 7 well in the time frame called for in the agreement between DSRSD and Zone 7.
- H. Adopt a bio-solids disposal policy by the end of December 2003.

Technology

Goal

Complete installation of existing and in-progress technology initiatives, identify and prioritize required new technologies; integrate all relevant technologies and ensure full utilization by staff to support operating efficiencies, cost effectiveness and customer service.

Objectives

- A. Use field and information technology in the best way possible to serve the needs of our external and internal customers.
- B. Invest in new, proven field technology which provide a return on investment.
- C. Ensure that all users are trained to competently use the information technology available to them at the level needed to excel at their jobs.
- D. Complete the Information Technology Master Plan that is currently underway.
- E. Carry forward the recommendations that are contained in that Master Plan.
- F. Maintain and/or expand the PC Users groups.

Measurements

- A. Identify information technology related competencies required for each position and include in job classifications.
- B. Test for these competencies when recruiting.
- C. Assess the competencies as part of performance evaluations.
- D. Provide necessary information technology training refresher courses.
- E. Review IT Master Plan scope to ensure that database management CFT recommendations are carried forward.
- F. Complete the IT Master Plan which includes external and internal customer elements by June 30, 2001.
- G. Prioritize the recommendations of the ITMP, develop an implementation schedule and make appropriate progress towards implementation.
- H. Ensure that the PC Users groups regularly disseminate information to the employees.
- I. Implement relevant recommendations for use to serve external and internal customers.

- J. Receive satisfactory or better ratings from external and internal customer surveys on the use of information technology.
- K. Achieve a 3-year payback on at least two investments in new field technology.

Financial Management and Performance Measurement

Goal

Integrate key fiscal and District-wide operational information. Manage and maintain the system in-house. Use this information to measure and manage performance so that the District can provide quality customer service with competitive unit costs and rates/fees.

Objectives

- A. Implement a Project Accounting System to support all activities of the District.
- B. Implement a District-wide time sheet system that properly captures and reports labor costs by activity.
- C. Develop and maintain a Financial Forecasting Model that is used to project impacts on rates and fees based on assumed expenditures, revenues and customer base.
- D. Ensure that financial information is provided on a timely basis to those who need it and in a form that they need it.
- E. Develop meaningful performance standards for all District functions and which move the District towards a world-class organization.

Measurements

- A. Test Springbrook project accounting module to determine applicability to District needs by April 1, 2001.
 - 1. If “yes”, implement the Springbrook Project Accounting module for CIP tracking by July 1, 2001.
 - 2. If “no”, find substitute system by December 2001 and have project accounting module in place and in use by June 2003.
- B. Plan six-month time sheet test for a selected division to begin by July 2001.
- C. Time sheet system in place District wide by July 2002.
- D. Financial Forecasting Model operational by June 2002.
- E. Survey Customer needs for financial reports by June 2001.
- F. Develop Implementation Plan to provide financial information by December 2001.
- G. Be providing relevant and acceptable financial information by December 2002 or earlier.

- H. Identify Key Performance Indicators (KPI's) for all District functions.
- I. Incorporate Operations Study results into development of the KPI's.

Organizational Culture

Goal

Create a work environment which appeals to employees who are cooperative and motivated to take responsibility for accomplishing understood goals in a customer-oriented and fiscally responsible manner while being rewarded appropriately.

Objectives

- A. Recruit, develop and retain multi-skilled employees dedicated to the District's Mission and Vision.
- B. Use different staffing strategies to support job flexibility and efficiency (e.g. term employment, part time employment, temporary employment, job sharing, telecommuting, flex time, 9/80).
- C. Ensure that TQI principles underlie all aspects of District's functions and involves all employees.
- D. Ensure that managers and supervisors are trained and held accountable to:
 - 1. Serve as mentors/coaches in developing subordinates.
 - 2. Establish, communicate and hold people accountable for performance expectations.
 - 3. Give timely and effective performance feedback.
 - 4. Assess individual employee needs, identify relevant training options and follow up by supporting employees attendance at relevant training programs which can be applied on the job.
- E. Develop and implement employee recognition and reward programs.
- F. Ensure all necessary classifications of employees are multi-skilled and compensated accordingly (e.g. above equivalent single-skilled employee compensation).

Measurements

- A. Ensure that 90% of staff authorized by General Manager are available and able to perform their work on an average daily basis.
- B. Prepare an Individual Development Plan (IDP) for each employee in "Performance Now" which balances technical skills, interpersonal skills and professional development.
- C. Maintain a percent turnover equal to or better than the median of the agencies to which we benchmark compensation.

- D. Maintain the active involvement of 90% of the employees in improvement initiatives such as TQI (NWGs, CFTs and Steering Committee) and other work improvement processes over a rolling two-year basis.
- E. Complete 100% of performance evaluations (which include training needs for the ensuing year) on time.
- F. On each manager's and supervisor's performance evaluation assess and document the observable and measurable specific activities and steps taken by that individual to mentor and coach their subordinates.
- G. Reach agreement with the Mid-Manager / Confidential group on a Pay for Performance program by the agreed-upon deadline.
- H. Working with all interested parties develop appropriate and acceptable Incentive Programs for all employee groups which promote teamwork to achieve the District's goals.
- I. Implement at least two new or revised recognition programs per year.
- J. Establish the Water / Wastewater System Operator position and fill at least two positions by December 2001 and a total of 10 in the Operations Department by December 2005.
- K. Implement cross training in other departments as appropriate by December 2003.