

# STRATEGIC PLAN

FYE 2017 - 2022  
SIXTH EDITION

Updated May 2017



## STRATEGIC GOALS AND ACTION ITEMS

1. Develop a fully integrated Asset Management Program as the backbone of a cohesive business management strategy
  - Integrate CIP planning and operations/maintenance activities to optimize life-cycle costs (including a greater emphasis on preventative maintenance in our operations)
  - Develop long-term (10-year) financial models to guide future operating budgets and rate studies
  - Continuously match District staffing to business needs, reallocating resources as necessary to address new challenges and opportunities
2. Develop and maintain a highly qualified workforce to ensure a continuously high performing organization with sufficient resilience and redundancy to thrive in the face of staffing transitions
3. Work collaboratively with other agencies in the Tri-Valley to improve service quality and efficiency
  - Explore creative service delivery strategies, including expanded use of the Tri-Valley Reciprocal Services Agreement
4. Revitalize and renew our business practices and procedures
  - Fully utilize information technology tools available to us and make additional financial investment in information systems
  - Update our financial, human resources, safety, and operational practices and procedures
5. Enhance our ability to respond to emergencies and maintain business continuity
6. Develop and implement an integrated recycled and potable water program that meets the objectives of the District's water supply policy
  - Complete a feasibility study for a Tri-Valley advanced purification project and implement a joint Tri-Valley strategy
  - Obtain new recycled water sources to meet long-term demands
  - Develop strategy for balancing limited water resources to appropriately balance tertiary-treated recycled water and advanced purified water needs
  - Complete a 2020 Urban Water Management Plan that creates a blueprint for improving long-term water supply reliability
  - Cooperate with our partners in the Tri-Valley in development of further water recycling
  - Support and encourage our Tri-Valley partners in the development of a more diversified and resilient water supply
7. Aggressively develop an electronic records management program
8. Diversify our biosolids management practices to address economic opportunities and regulatory challenges

### M ISSION

Provide reliable and sustainable water, recycled water, and wastewater services in a safe, efficient, and environmentally responsible manner.



### V ISION

Enhance resiliency in our capabilities in the face of staffing transitions

Proactively maintain our financial stability and sustainability

Use technology to improve operations and efficiency

Lead innovation in the water, wastewater, and recycling industry in an economically prudent manner

Demonstrate leadership in engendering productive collaborations and partnerships in the Tri-Valley

Develop a more reliable water supply

When our communities approach buildout, reduce development-related staffing appropriately and reallocate resources to address long-term Asset Management needs



**Dublin San Ramon  
Services District**

*Water, wastewater, recycled water*



## DISTRICT CORE VALUES

The core values are simple key words that describe the values of the agency; they are accompanied by questions that are to be asked when major policy decisions are being considered to ascertain if the decision is in conformance to the stated values.

| CORE VALUE   | CORE VALUE QUESTION   |
|--|---|
| <b>Protect Public Health and the Environment</b>                     | Does the decision protect public health and the environment?  |
| <b>Sustain Financial Stability</b>                                   | Does the decision sustain or contribute to the financial stability of the District?   |
| <b>Be Open and Transparent</b>                                       | Is the decision being made in an appropriately open and transparent manner and has it considered public input?                                    |
| <b>Fairness, Respect, Honesty, and Ethics</b>                        | Does the decision treat all concerned fairly, respectfully, honestly, and ethically?  |
| <b>Operate Safely</b>  | Does the decision promote a safe environment for the community and the workforce?   |
| <b>Provide High Quality Customer Service</b>                         | Does the decision reflect high quality customer service?  |
| <b>Provide Sustainable, Efficient, Reliable, and Secure Services</b> | Does the decision maintain or enhance the District's sustainability, efficiency, reliability, and security?                                       |
| <b>Perform at a High Standard</b>                                    | Does the decision or action lead to a high performing, highly qualified, motivated, safe, and innovative workforce and an adaptable organization? |

Updated June 2017