



**STRATEGIC
PLAN**
FY 2010 - 2014
Managing Resources Wisely



Second Edition
Updated March 2010

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Introduction



A *Strategic Plan* is a top level planning document for an organization to set clear direction over all operational aspects of its mission. It serves as a framework for decision making over a five year period. It is a disciplined effort to produce fundamental decisions that shape what a District plans to accomplish by selecting a rational course of action. This planning process began with an environmental scan of the District's business environment including an objective assessment of the District's strengths, weaknesses, opportunities, and threats. Input from various stakeholders was gathered and analyzed. Then the District's mission, vision, core values and the overall structure of this Strategic Plan were developed by the Board in workshop settings. Within the framework of that structure and the business environment, strategies and goals were developed to sustain and, where appropriate, improve the District over the next five years. At its highest level, this Strategic Plan seeks to strengthen and build upon opportunities while addressing areas of concern.

This plan also identifies actions, activities, and planning efforts that are currently underway and which are needed for continued success in operations and management of the District, and provides for periodic reviews and updates.

The strategic planning effort focused on the following task areas:

- Ensuring the District's long term financial health and stability;
- Installing and operating the infrastructure needed to fulfill the District's mission;
- Providing stewardship of the environment—water, wastewater, and recycled water resources—with which the District is entrusted;
- Sustaining a high performing, motivated, and adaptable workforce;
- Sustaining sound management practices and good governance;
- Fostering partnerships when needed to better achieve our mission; and
- Assuring clear, concise, and consistent communications with the communities the District serves.

Strategic Plan 2010



Definitions

Mission Statement: A declaration of the District's purpose which succinctly describes why the District exists. All activities of the District should support the mission statement. The mission statement is adopted by the Board of Directors and, while it is reviewed annually, it is intended to be constant over the long term.

Vision Statement: A statement that articulates where the District wants to be at the end of the time horizon in the Strategic Plan. It outlines at the highest level the key changes that must be achieved by the Strategic Plan. The vision creates and drives strategy and tactics identified elsewhere in the Strategic Plan. The vision statement is adopted by the Board of Directors. The vision statement will be reviewed annually and typically will change more frequently than the mission statement to reflect the direction the Board wants to take the District during the five year time horizon of the Strategic Plan.

Core Values: A guidepost to the things that the District values when faced with options and alternatives. These are used every time decisions are made as a District. The core values are adopted by the Board of Directors. While they are reviewed annually, they are intended to be relatively constant over the long term.

Strategic Elements: The broad and primary areas of District operations, planning, and management that are addressed and supported by the Strategic Plan goals. These essentially serve as the outline and organization of the Strategic Plan. The strategic elements are adopted by the Board of Directors. The strategic elements are reviewed annually but are intended, absent major new issues, to be relatively constant over the life of the five year Strategic Plan.

Objective: A concise statement associated with each strategic element that describes the objective of that element. It explains why that element is important to the District's overall strategy.

Strategy: A concise statement associated with each strategic element that describes how the objective for that element will be achieved.

Measurement: A concise statement associated with each strategic element that describes in simple, high level terms how an observer will know if the objective for the element is achieved.

Strategic Goals: A short statement of desired success. The goal statement is supported by a narrative that more fully explains the nature of the goal and the issues that the goal intends to address. The strategic goals are prepared by management and accepted by the Board. The strategic goals will change from year to year when the annual assessment is made of the progress on each strategic element. The strategic goals straddle the line between policy (Board responsibility) and implementation (management responsibility) and as such are a collaborative effort of both the Board and management.

Work Plan: An objective-by-objective, prioritized list and year-by-year summary of the activities that management anticipates undertaking to achieve the strategic goals. The Work Plan is a tool and a road map to prioritize the broad approach to the strategic goals. The work plan is not a task or "to-do" list. It is presented at a higher level of milestones that are intended to be accomplished each year to move the

Definitions *(continued)*

District towards success on the broad strategic goals. The Work Plan is prepared by management. Management seeks policy direction from the Board of Directors to the extent that the Board prioritizes efforts needed to implement the strategic elements.

Business Plans: Detailed business plans will be prepared by each operating Division at the time of budget preparation and separately from this Strategic Plan. The business plans will identify specifically what each division intends to accomplish, what resources they require to do so, and the detailed steps, milestones, and metrics that will be used to assess their performance. Business Plans are prepared annually by mid-level management and align with the Strategic Plan.

Employee Goals: Efforts achieved by individuals at the District. Employee goals are written and evaluated annually in accordance with the District's performance evaluation cycle. Employees' goals are established by their supervisors and support the Business Plans of each operating division. These are the most detailed statements of what, specifically, each individual is to accomplish. Like the Business Plans, employee goals are prepared separately from the Strategic Plan. Employee goals are developed annually via a collaborative dialogue between supervisors and District employees and align with the business plans of each division.

Development

In FY 2008, the District retained the services of BHI Management Consulting (BHI) to facilitate and coordinate the development of the District's five year Strategic Plan. BHI first gathered input from District employees at all levels and in all organizational units in a number of meetings so as to allow direct and "ground level" input to the Board during their deliberations on the Strategic Plan. Several public meetings were then held, along with a meeting with neighboring public agencies and key customers to further develop a broad perspective on the future of the District. To prepare for the workshops, the Consultant interviewed District Board members individually on the matters they thought were most relevant to the future strategy for the District. The following topics were discussed at all of the input gathering meetings:

- Mission statement;
- Vision statement;
- Core values;
- Strengths;
- Weaknesses;
- Opportunities;
- Threats;
- Current and future issues; and
- Important future projects.

Strategic Plan 2010

The Board supported this process as a way to allow all to participate in the foundation of the Strategic Plan. Three Board workshops were conducted. At these workshops the Board reviewed all input, revisited and refined the existing Mission Statement of the District, created a new Vision Statement, and developed Core Values for the District. The Board also established the seven strategic elements around and within which to organize implementation actions that will support the Mission and assure success of the Vision. A steering committee, consisting of Senior Management and interested staff, worked with BHI to develop the Objective, Strategy, and measurement for each Strategic Element as well as the Strategic Goals that support each Strategic Element. The Work Plan was developed in a collaborative fashion by Senior Management working with the Mid-Management team. District staff was regularly briefed at quarterly employee meetings and in division meetings about the process and content of the Strategic Plan as it was being developed. Using this process, along with both external and internal input, the Strategic Plan was assembled in a way that best articulates the Board's Vision and Strategy for the District over the next five years.

Continuation Process

A key part of the strategic planning process is to annually review and update the Strategic Plan. These reviews allow for regular maintenance of the Plan so that it reflects the actual progress and needs of the District. The reviews will be documented, and will result in either a supplement or an updated version. A five-year planning horizon will be maintained with each annual review, developing a new fifth year of actions, projects, and initiatives.



Mission, Vision and Core Values



Mission of the Dublin San Ramon Services District

It is our mission to provide value to our community by delivering high quality wastewater and water services at a competitive price and in an environmentally responsible manner.

District Vision

The District will:

- Refine our financial policies and practices to reflect better the complexities of our service area and ensure our long term financial stability;
- Enhance the efficiency, reliability, and security of District infrastructure;
- Sustain potable and recycled water treatment, storage, and distribution systems to meet the current and future needs of the communities we serve and to respond to emerging regulations;
- Sustain wastewater collection, treatment, and disposal systems to meet the current and future needs of the communities we serve and to respond to emerging regulations;
- Design, operate, and maintain our systems and develop programs to do our part in protecting the environment;
- Maximize available water supplies for our customers by expanding recycled water and water conservation programs;
- Secure sufficient and reliable additional water supplies to meet current and future needs;
- Sustain a high performing, highly qualified, flexible, motivated, innovative, and responsive workforce to assure an adaptable organization; and,
- Enhance our public information and outreach methods to connect better with the communities we serve.

District Core Values

When making policy-level decisions, if the answer to the following set of questions is “yes,” then that direction embraces the District’s core values.

1. Does it reflect our strong commitment to public health and the environment?
2. Will it support the need to provide reliable water supplies or wastewater capacity now and in the future?
3. Does it enhance the efficiency, reliability, and security of water or wastewater infrastructure or services?
4. Will it support high quality customer service and effective public outreach?
5. Will it support a high performing and highly qualified workforce and an adaptable organization?
6. Does it reflect our commitment to delivering value to our customers and ensuring long term financial stability?
7. Does it treat others with respect and honesty?

Elements, Objectives, Strategies, Measurements, Goals, & Work Plans #3



Strategic Elements:

- 1.0 Financial Planning
- 2.0 Infrastructure
- 3.0 Resource Management**
 - Water Supply
 - Wastewater
 - Recycled Water
 - Environmental Stewardship
- 4.0 Personnel/Organization
- 5.0 Administrative Management
- 6.0 Partnerships
- 7.0 Public Affairs

3.0 Resource Management

Objective: Prudently manage all water and wastewater resources, pursue and secure new water sources to ensure a sustainable supply, and ensure that adequate capacity exists for wastewater and biosolids disposal.

Strategy: We will do this by collaborating strategically, using sound conservation methods, evaluating technical information, and carefully monitoring supply and demand projections.

Measurement: We will know we have achieved this objective if, in an environmentally friendly manner, the District's water and wastewater utilities have sufficient capacity to accommodate all planned and approved development in the service area; if those systems meet all regulatory requirements and permit limitations without raising the concern of the neighbors or the community at large; and, if treated wastewater is recycled and utilized to extend the water supply as much as possible, allowing the community to flourish with beautiful parks and green areas.

Summary of Strategic Goals

3.1 Water Supply

- 3.1.1 Assess Water Supply and Ability to Serve
- 3.1.2 Optimize Amount of Deliverable Water
- 3.1.3 Secure New Supplies
- 3.1.4 Improve Water Quality
- 3.1.5 Permanently Reduce Potable Water Demand and Move Toward Achieving the Mandated 20% Reduction in Water Use by 2020

3.2 Wastewater

- 3.2.1 Diversify Biosolids Management
- 3.2.2 Increase Wet Weather Disposal Capacity
- 3.2.3 Nurture Good Neighbor Relations

3.3 Recycled Water

- 3.3.1 Secure Additional Water From Other Sources
- 3.3.2 Extend Recycled Water Service
- 3.3.3 Promote Regional Cooperation

Environmental Stewardship

- 3.4.1 Participate in Regulatory Process Regarding Emerging Discharge Issues
- 3.4.2 Participate in Regulatory Process Regarding Greenhouse Emissions
- 3.4.3 Build, Live, and Work Green
- 3.4.4 Explore and Implement Alternative Energy Opportunities

3.4.5 Optimize Energy Efficiencies

- 3.4.6 Mitigate Project Impacts

Strategic Elements and Objectives #3

Detailed Strategic Goals

3.1 Water Supply

Objective: Ensure that adequate water supplies of an acceptable quality are available for existing and future customers, and that these supplies are delivered to our customers in an environmentally friendly manner while achieving the water use reduction mandates imposed by the State of California.

Strategy: We will do this by aggressively managing water resources under the District's control, developing a diversified water supply portfolio, and partnering with and/or influencing agencies that have an impact on the quantity and quality of the water supplies delivered to the District.

Measurement: We will know we have achieved this objective if the following is achieved: Zone 7 or the District secures a water supply of adequate quantity and quality and at an acceptable cost for existing and new customers; land use planning agencies and the development community are fully aware of the status of current and future water supplies; and when there is adequate water supply to accommodate the planned growth of the communities we serve.

3.1.1 Assess the Water Supply and Ability to Serve

Recent issues in the Delta have reduced available water supplies and additional reductions are expected. Continuously assess the available water supply and the ability to serve existing and future customers to maintain adequate service levels. To accomplish ongoing assessment,

it is critical to maintain accurate records of current water usage, current commitment to new development, and plans for future development. This data then must be analyzed and organized to keep the Urban Water Management Plan (UWMP) verification requirements current, a necessity when issuing "will serve" letters. The District will develop and maintain a database tying land use type with actual water use records. An element of the database will be new developments that have been approved but are not yet in use.

3.1.2 Optimize Amount of Deliverable Water

Reliably estimate the degree of conservation that can be expected from each type of conservation measure in order to implement an effective program to achieve a specific conservation goal during a drought or an artificial water supply shortage situation, such as an interruption of deliveries from the State Water Project (SWP). This effort will gather available

data on the expected and/or measured water savings from various conservation techniques, and then correlate the data to the demographics of the District to develop a guidance document for use by the Board when considering specific numeric goals to reduce water demand. To achieve desired levels of water conservation, the District will implement creative programs to encourage the use of water conserving plumbing fixtures, and promote

3.1.1 WORK PLAN

	FY10	FY11	FY12	FY13	FY14
1. Assess water supply for UWMP	X	X			X
2. Develop local service policy with City of Dublin to prioritize developments for available water supply		X	X		
3. Complete updated UWMP	X	X			

3.1.2 WORK PLAN

	FY10	FY11	FY12	FY13	FY14
1. Update Water Shortage Contingency/Conservation Plan				X	
2. Analyze unaccounted loss for recycled and potable water	X	X	X	X	X
3. Develop permanent water demand reduction plan	X	X	X		

Strategic Elements and Objectives #3

high-tech equipment that reduces water use in irrigation systems, cooling towers, and other types of commercial applications. The District will evaluate and implement programs to promote the use of smart irrigation controllers, which automatically adjust water use depending on the weather and plant needs. To ensure the long term success of these programs, it is expected that these programs will extend beyond five years. To assist in this effort, the District will establish an active, high level involvement in the California Urban Water Conservation Council (CUWCC), with a goal of influencing revisions of Best Management Practices (BMPs) in



Lake Oroville in February 2008. After a critically dry spring, this major reservoir dropped further to less than one-third of capacity.

such a manner to achieve statewide goals without imposing unrealistic demands on staff or high costs on the District's customers. The BMPs are intended to achieve overall reductions in per capita water use in households and businesses. The District will prepare an unaccounted water loss analysis for both potable and recycled systems, quarterly. The District will also identify corrective actions to keep unaccounted water losses to a minimum and undertake corrective actions if the unaccounted water losses exceed established minimum goals.

3.1.3 Secure New Water Supplies

Although the District previously secured sufficient water supplies to fully meet the ultimate buildout of the service area, the recent Bay-Delta water situation has and will likely continue to reduce water deliveries that can be expected from the Delta and the existing SWP. To offset this significant loss of supply and reliability, the District will collaborate and/or negotiate with Zone 7 and/or other agencies

to locate and secure additional supplies of water. These additional supplies may include any, or a combination of, additional entitlements, new or additional storage capacity, desalination capacity, trade and storage agreements with other agencies, intertie agreements with other agencies, additional supplies for recycling and reuse, and agreements for wheeling water through existing infrastructure. Due to the nature of such negotiations, it is expected that these efforts will extend beyond five years. Additional supply can also be obtained by instituting permanent reductions in the demand for water. To secure additional supplies and to achieve permanent reductions in demand, the District will collaborate with Zone 7 and other local and statewide agencies to meet the respective goals by establishing and maintaining partnerships and cooperative agreements. Due to the nature of such relationships, it is expected that these efforts will extend beyond five years.

3.1.3 WORK PLAN

	FY10	FY11	FY12	FY13	FY14
3.* Explore wheeling/integration opportunities	X	X	X	X	X
4. Confirm need for expanded potable storage	X	X			
5. Explore local renewable water supplies	X	X	X	X	X

*Numbers are non-sequential when goals listed in the FY2009-2013 plan have been completed.

Strategic Elements and Objectives #1

3.1.4 Improve Water Quality

Because the District's water comes from a combination of groundwater sources and Lake Oroville via the Delta, the quality, taste, and odor of the current finished product varies considerably. The District will continue to provide a water supply that meets all federal and state health and safety requirements. Recognizing that maintaining a sufficient water supply for the community is more critical than making improvements to various consumer preferences regarding taste, odor, and hardness of the water, the District will, to the extent practical

during short and long-term water shortage, collaborate with Zone 7 and other area retailers to study and implement treatment technologies and methods that improve the quality of the water delivered by Zone 7. The goal of this effort is to meet customer demands for improved water quality at a price acceptable to the community. Due to the timing necessary to plan, design, fund, and construct facilities to improve water quality, it is expected that these efforts will extend beyond five years.



DSRSD helps Armstrong Garden Center conduct dry-climate gardening workshops during Dublin Pride Week.

3.1.4 WORK PLAN

	FY10	FY11	FY12	FY13	FY14
1. Monitor and encourage Zone 7 to make progress on improvements affecting water quality	X	X	X	X	X
2. Monitor and evaluate the impact of the Zone 7 demineralization system for improving District water quality	X	X			X
3. Work with Zone 7 to complete distribution analysis maximizing uniform water quality	X	X			

3.1.5 WORK PLAN

	FY10	FY11	FY12	FY13	FY14
1. Participate in existing HET rebate programs with Zone 7	X	X	X	X	X
2. Develop program to use offsets for growth via permanent reductions	X	X	X		
4.* Expand conservation device giveaway program		X	X	X	X
5. Develop smart irrigation controller programs		X	X		
7.* Develop cash for grass type programs		X	X		

*Numbers are non-sequential when goals listed in the FY2009-2013 plan have been completed.

3.1.5 Permanently Reduce Potable Water Demand and Move Toward Achieving the Mandated 20% Reduction in Water Use by 2020

Permanently removing demand from the potable water system on a per capita or equivalent basis as required by new State legislation will increase the overall reliability of the water system and thereby lessens the District's reliance on imported water and the impact that importing water has on the environment. The District will examine and, to the extent practical, implement projects and programs designed to permanently reduce potable water demand so as to achieve the mandated goal of a 20% per capita reduction in water use by 2020. Such programs could include retrofitting current potable irrigation systems with recycled water, using recycled water to flush toilets and urinals, displacing

Strategic Elements and Objectives #3

potable water use in the existing community with offsets funded by new growth, expanding giveaways of water conserving devices (e.g., low flow shower heads, faucet aerators), and providing rebates for water efficient appliances and devices (e.g., high efficiency toilets [HET], waterless urinals, water efficient washing machines and dishwashers, smart irrigation controllers, and cash for grass programs.) Funding for such programs will equitably allocate the benefit of the program. The District will also collaborate with agencies that have jurisdiction over development to implement programs that result in permanent reductions in demand.



DSRSD Educator Joan Benjamin teaches local homeowners how to install water-saving devices.

3.2 Wastewater

Objective: Provide adequate wastewater collection, treatment, and disposal capacity to serve the needs of existing and future customers; doing so in a way that is consistent with regulatory requirements and handled in a manner that is accepted by the neighbors and the communities we serve.

Strategy: We will do this by maintaining adequate treatment and disposal capacity, by planning for changes in current and future regulatory requirements and changing community perceptions, and by proactively engaging the community that is directly impacted by wastewater operations.

Measurement: We will know we have achieved this objective if the District has adequate permitted treatment and disposal capacity for wastewater and biosolids to serve both existing and new customers; if capacity is provided in a manner the public accepts; and if land use planning agencies and the development community are fully aware of the capacity available for the future.

3.2.1 Diversify Biosolids Management

While the District enjoys a biosolids management system with the lowest possible cost, this system may be vulnerable to changing public opinion or regulations, potentially within a short amount of time. If an adverse situation develops, it could take a long time to form and implement alternatives. To prepare for the possibility, the District will develop and, to the extent practical, move towards implementing up to two alternative systems for processing and disposing of a portion of the biosolids. Not only will this allow the District to respond quickly if adverse conditions arise, but it will also allow a portion of the District's land (currently dedicated to biosolids) to be considered for solving other challenges facing the District.

3.2.1 WORK PLAN		FY10	FY11	FY12	FY13	FY14
2.*	Pilot dewatering and alternative disposal options (e.g., composting or land filling)			X	X	
3.	Develop standby landfill contract for disposal			X	X	
4.	Update Biosolids Master Plan			X	X	
5.	Plan and design alternative biosolids disposal system					X
6.	Annually harvest biosolids from the FSLs and apply on the DLD using District staff, including equipment purchases and rentals	X	X	X	X	X

*Numbers are non-sequential when goals listed in the FY2009-2013 plan have been completed.

Strategic Elements and Objectives #3

3.2.2 Increase Wet Weather Disposal Capacity

To allow the District to fully develop the total wastewater management capacity that is allowed, additional wet weather disposal capacity will be required as long as the current limitation exists on discharges to Alamo Creek. In the future, when additional disposal capacity is required, some alternatives may not be feasible due to land use restrictions. The District will develop a plan and implement any key elements that may be limited by the passage of time, such as purchasing property. Implementing the key elements in partnership with other valley agencies will be a primary goal of the planning effort; however, the plan will include independent implementation actions if the necessary partnerships cannot be developed. The District will also explore all avenues that may reduce the amount of storage required.

3.2.3 Nurture Good Neighbor Relations

Maintaining a positive working relationship with the neighbors of the wastewater treatment plant is critical to the District's ability to upgrade and expand the plant in the future. If dissatisfied, the neighbors

can challenge District plans at the regulatory and city levels. The District will continue its improvement plan to reduce potential odor sources and enhance other neighborhood impacts such as noise, light, landscaping, and general aesthetics; and it will do so at a reasonable cost. Collaboration with the City of Pleasanton staff is very important to the success of this effort.

3.2.4 Resolve Struvite Issues at the Wastewater Treatment Plant Struvite buildup in sludge pipelines and mixers at the wastewater treatment plant has become a serious operational problem. The buildup is evidently the result of changes made to the activated sludge treatment process in the Stage 4 expansion. The District changed the process to meet recycled water quality regulations, which require a secondary effluent that is much clearer than needed for discharge. As a result of those changes, the activated sludge treatment process now removes excess phosphorus from the wastewater that is subsequently released during sludge digestion,

3.2.2 WORK PLAN

	FY10	FY11	FY12	FY13	FY14
1. Seek LAVWMA policy decision to proceed with acquisition of property for wet weather storage	X				
2. Seek revised discharge frequency (including agreement with ACWD)	X	X	X		
3. Monitor flow to evaluate I/I reduction options			X	X	X
4. Evaluate independent storage options			X	X	
5. Seek concurrence of Livermore for needed storage at their site		X			
6. Evaluate and potentially seek reduction and/or transfer of LAVWMA member agency influent limits		X	X		

3.2.3 WORK PLAN

	FY10	FY11	FY12	FY13	FY14
1. Reduce odor at WWTP	X	X	X	X	X
2. Conduct collection system odor control study			X	X	
4.* Assess WWTP odor triennially			X		
5. Complete parking lot rehabilitation and modifications for ADA compliance and District Office re-landscaping	X			X	

*Numbers are non-sequential when goals listed in the FY2009-2013 plan have been completed.

Strategic Elements and Objectives #3

both in the digesters and facultative sludge lagoons (FSL). That phosphorus returns to the plant in the FSL overflow routed to the plant headworks. This “closed system” increases phosphorus concentrations in the sludge treatment process. At higher concentrations, a crystalline structure, struvite, forms and adheres to and plugs up the pipes and mixers. The goal is to determine if struvite buildup can be controlled by operational management of the activated sludge treatment system, together with chemical additions to that system, or if additional treatment facilities will be required.

3.2.5 Obtain a Revised LAVWMA Wet Weather NPDES Permit for Discharge to Alameda Creek.

Completing the LAVWMA expansion project to handle either the General Plan buildout of the region’s cities or the LAVWMA Influent Limits will require additional storage. A less expensive alternative to additional storage is to obtain a revised wet weather discharge permit from the RWQCB for discharge to Alamo Creek at a frequency greater than once in 20 years, which is the current requirement. LAVWMA discharge permits have to be renewed every five years, and the next application for renewal is due to the RWQCB in December 2010. The goal is to obtain a revised LAVWMA discharge permit during the 2011 RWQCB renewal process.

3.3 Recycled Water

Objective: Maximize the beneficial use of recycled water resources both within the District and throughout the region in order to achieve a reduction in the demand for imported water and

3.2.4 WORK PLAN

	FY10	FY11	FY12	FY13	FY14
1. Develop and implement operational plan for struvite control	X				
2. Develop and implement operational plan for struvite control	X	X			
3. Assess rate of struvite build up to assist in decision regarding the timing of proceeding to construction with new digester		X			
4. Assess operational results to determine if long term control of struvite is practical and cost effective using existing treatment facilities		X			
5. Determine scope and cost of additional treatment facilities for struvite control if operational plan is unsuccessful		X			

3.2.5 WORK PLAN

	FY10	FY11	FY12	FY13	FY14
1. Obtain ACWD support of increased LAVWMA discharge frequency	X				
2. Persuade LAVWMA to proceed with required studies to support a permit revision request to be submitted in Dec. 2010	X				
3. Support LAVWMA efforts in completing studies and making application as necessary and appropriate	X	X			

Strategic Elements and Objectives #3

thereby increase the reliability of the overall water supply.

Strategy: We will do this by expanding the recycled water distribution system, obtaining additional sources of wastewater for recycling and/or alternative sources of water that can supplement recycled water, and by promoting recycled water use within the region.

Measurement: We will know we have achieved this objective if the District can provide an adequate supply of nonpotable water to meet all DERWA planned uses; if the District maximizes the delivery of recycled water while recovering our costs; and if there is movement by other agencies in the valley to implement and/or increase their recycled water deliveries.

3.3.1 Secure Additional Wastewater from Other Sources

In an era of an uncertain potable water supply, the District controls a major asset—the ability to expand the availability of recycled water. The District’s ability to expand use of this asset is limited by the amount of wastewater available to convert to recycled water. The District’s approach is to work with the other two producers of wastewater in the valley to capture the wastewater they would otherwise discharge to San Francisco Bay for recycling by the District.

3.3.2 Extend Recycled Water Service

Increasing the delivery of recycled water to preserve potable water supply requires pipeline construction through developed areas, which is expensive for the District; and retrofitting existing customers to allow them to transfer irrigation from potable to recycled water, which can be an economic hardship. To offset higher facility costs and reduce hardship to customers, the District will seek state and federal funding and partner with Zone 7 on other financing methods. This effort will also include attempts to secure seasonal storage and customers who represent a consistent year-round demand for recycled water.

3.3.1 WORK PLAN

	FY10	FY11	FY12	FY13	FY14
1. Extend Pleasanton option	X		X	X	
2. Develop Livermore option		X	X	X	
3. Develop seasonal storage option	X	X	X	X	
4. Develop supplemental groundwater supply			X	X	
5. Implement selected option				X	X

3.3.2 WORK PLAN

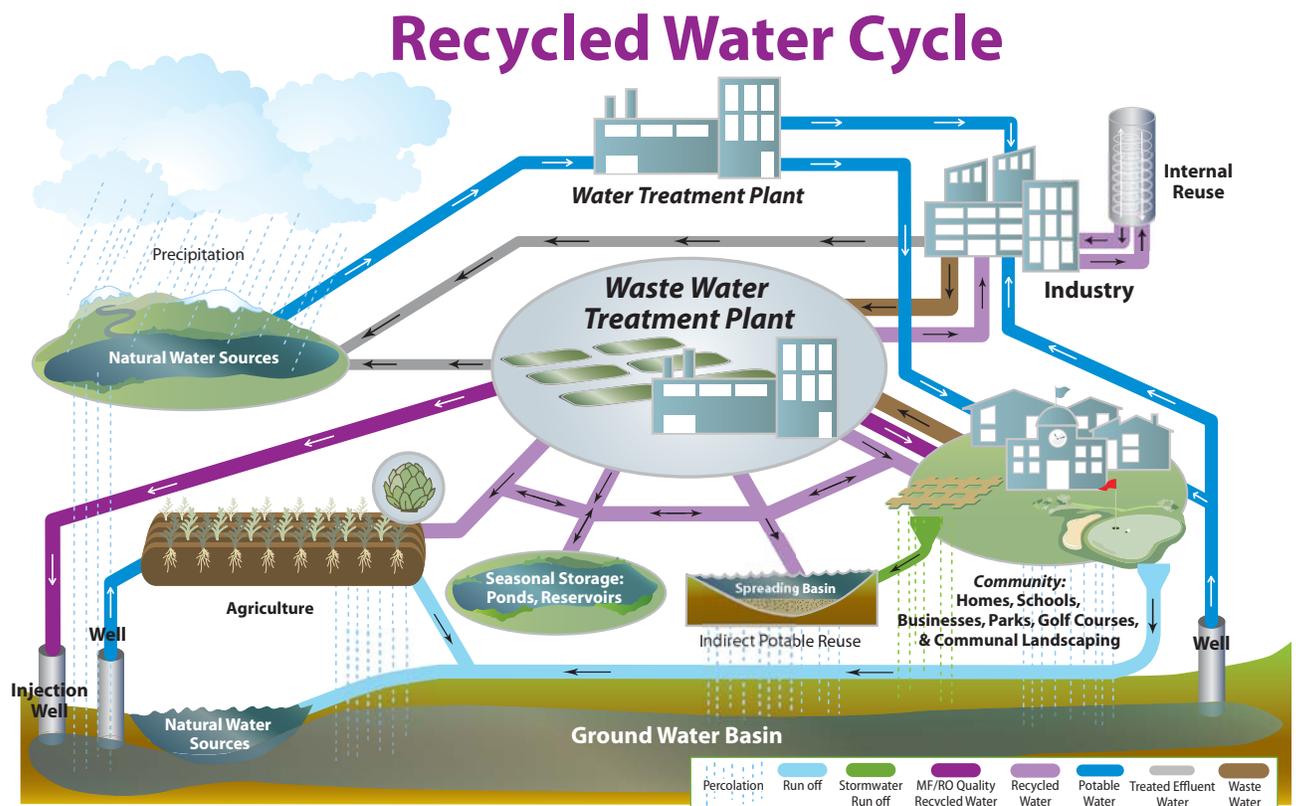
	FY10	FY11	FY12	FY13	FY14
1. Work with regional agencies to extend recycled water originating from the WWTP to areas outside our service area	X	X	X	X	X
2. Seek state and/or federal funding assistance for west Dublin through regional recycled water coalition	X	X	X	X	X
3. Seek state and/or federal funding assistance for recycled water systems throughout the TriValley	X	X			
4. Secure Zone 7 agreement of transfer funding for retrofits of existing customers	X	X			
5. Seek state and/or federal funding assistance for Camp Parks recycled water system	X	X	X	X	
6. Retrofit existing irrigation to use recycled water	X	X	X	X	X
7. Develop program to require recycled water for toilet flushing in commercial development		X	X		

Strategic Elements and Objectives #3

3.3.3 Promote Regional Cooperation of Recycled Water As existing and future customers are connected, the demand for recycled water will exceed the available supply unless additional sources of suitable raw or treated wastewater are secured. To meet future demands, the District will promote regional cooperation to secure the right to recycle additional supplies of water from wastewater origins. In addition, the District will collaborate with other area retailers to expand the use of recycled water to areas that are not currently served.

3.3.3 WORK PLAN						
	FY10	FY11	FY12	FY13	FY14	
1.	Work with TriValley agencies to expand recycled water use	X	X	X	X	X
2.	Seek TriValley Business Council support of expanded use of recycled water			X	X	
3.	Encourage Pleasanton to make a decision on the use of recycled water within its service area	X	X			
5.*	Work with ACWA and other statewide agencies to implement the statewide recycled water policy on a local level	X	X	X	X	X

*Numbers are non-sequential when goals listed in the FY2009-2013 plan have been completed.



Highly treated wastewater can be converted to a precious liquid asset—recycled water.

**PROPOSED REVISIONS TO GOALS
FOR THE 2011 DSRSD STRATEGIC PLAN UPDATE
(Presented at 3-17-11 Water Committee Meeting)**

3.1 Resource Management: Water Supply				
Goal	Current Goal	Starting Point for Revision to Goal	Priority¹	Revision²
3.1.4	Improve Water Quality		Low	Te
The District's water comes from a combination of groundwater sources and Lake Oroville via the Delta and as such the quality, taste, and odor of the current finished product varies considerably. The District will continue to provide a water supply that meets all federal and state health and safety requirements. Recognizing that maintaining a sufficient water supply for the community is more critical than making costly improvements related to consumer preferences regarding taste, odor, and hardness of the water, the District will, to the extent practical collaborate with Zone 7 and other area retailers to study and implement cost effective operational strategies and technology that improve the quality of the delivered water delivered at a price acceptable to the community beyond five years.				
3.1.5	Permanently Reduce Potable Water Demand and Move Toward Achieving the Mandated 20% Reduction in Water Use by 2020	Sustain Compliance with Potable Water Reduction Mandates	Medium	Ti Te
Permanently removing demand from the potable water system on a per capita or equivalent basis as required by new State legislation will increase the overall reliability of the water system and thereby lessens the District's reliance on imported water and the impact that importing water has on the environment. The District will examine and, to the extent practical, implement projects and programs designed to sustain compliance with demand reduction mandates				
3.1.6		Provide an Adequate Water Supply	High	M 3.1.1 M 3.1.2 M 3.1.3
Ongoing Delta issues have reduced available water supplies and additional reductions are expected before a long term permanent resolution is in place. In addition, California water supplies are dependent upon winter precipitation and are highly variable and may become more so as a result of climate change. These factors directly affect existing District customers by making their water supply less reliable and they also affects the ability of the District to meet the water demands associated with build out of the General Plans of the cities we serve. Accordingly, it is critically important to thoughtfully plan for the near and long term water needs of the District, to encourage, promote, appropriately participate in and seek out regional and State solutions and to coordinate water supply planning efforts with conservation activities. The District will pursue all appropriate options including traditional supply projects as well as cost effective evolving local supply options including but not limited to more aggressive use of the recycled water supply, desalination on a regional basis, operational interties with regional and local agencies, grey water, rainwater capture, etc.				

¹ Priority Key:

- Continuous = An activity which is strategically important but which is ongoing as a routine effort
- High = Goal to be Reached in FYE 2012 or 2013 (Years 1 or 2 of Plan)
- Medium = Goal to be Reached in FYE 2013, FYE 2014 or FYE 2015 (Years 2,3 or 4 of Plan)
- Low = Goal to be Reached in FYE 2015 or 2016 (Years 4 or 5 of Plan)

² Revision Key:

- C = Completed Goal (will no longer appear)
- D = Deleted Goal as no longer relevant
- M = Merged with another goal (or merged from other goals)
- N = New Goal
- Ti = Revision to Goal Title
- Te = Revision to text of Goal

3.3 Resource Management: Recycled Water				
Goal	Current Goal	Starting Point for Revision to Goal	Priority³	Revision⁴
3.3.1	Secure Additional Water from Other Sources	Secure Additional Recycled Water from Other Sources	Medium	Ti Te
In an era of an uncertain potable water supply, the District controls a major asset—treated effluent that can be used as recycled water. The District’s ability to expand use of this asset is limited by the amount of wastewater available. The District will work with other local and regional agencies cost effectively maximize the amount of recycled water put to beneficial use that would otherwise be discharged to San Francisco Bay				
3.3.2	Extend Recycled Water Service		Medium	Te
Increasing deliveries of recycled water will increasingly require pipeline construction through developed areas as well as the installation of properly planned recycled water facilities as new development occurs. The District will continue to install recycled water infrastructure to new and existing areas where it is feasible to do so.				
3.3.3	Promote Regional Cooperation		Medium	Te
Recycled water use at any location in the Tri-Valley improves the reliability of the District’s potable water supply. Accordingly, the District will promote and encourage the expansion of recycled water in the Tri-Valley in collaboration with Zone 7 and the other retailers.				
3.3.4		Seek Financial Assistance for Recycled Water Projects	Medium	N
Implementing recycled water service for existing customers in the District’s service area is significantly more expensive than extending service to new customers. Additionally, the District does not have a ready source of funding for such projects as is the case with new services which are funded via connection fees and via developer dedications. As such, the pace of retrofit projects proceeds only as cash flow is available. Extension of recycled water service to existing customers could be accelerated with additional outside funding including but not limited to Federal and State grants, low interest loans, loan guarantees and local offset credits that accrue when a user is taken off the potable water system. Accordingly, the District will pursue such alternative funding sources so as to quicken the pace of recycled water retrofit projects.				

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³ Priority Key:

- Continuous = An activity which is strategically important but which is ongoing as a routine effort
- High = Goal to be Reached in FYE 2012 or 2013 (Years 1 or 2 of Plan)
- Medium = Goal to be Reached in FYE 2013, FYE 2014 or FYE 2015 (Years 2,3 or 4 of Plan)
- Low = Goal to be Reached in FYE 2015 or 2016 (Years 4 or 5 of Plan)

⁴ Revision Key:

- C = Completed Goal (will no longer appear)
- D = Deleted Goal as no longer relevant
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