

ROSS VALLEY SANITARY DISTRICT

Serving the Greater Ross Valley Area for Over 125 Years

1111 Andersen Drive, San Rafael, Ca 94901

Ph: 415.259.2949 www.rvsd.org

Directors: Michael Boorstein, Thomas Gaffney, Doug Kelly, Pamela Meigs, Mary Sylla

BUSINESS PLAN COMMITTEE MEETING AGENDA

February 4, 2026 – 1:00 p.m.

1111 Andersen Drive, San Rafael, 94901 - Executive Conference Room

Welcome: The RVSD Board of Directors welcomes members of the public at its meetings in person or remotely and encourages citizen participation and input. The Board takes seriously its responsibility to be a model of civility and to safeguard the public ability to directly address the Board by providing the appropriate Board Meetings Decorum in accordance with Resolution No. 10-1378, which is posted at every Board meeting. Thank you.

1. Call Meeting to Order
2. Approval of Agenda
3. Approval of May 30, 2025 Business Plan Committee Meeting Notes
4. Review of 2025/26 Business Plan Objectives Status

Adjourn

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Copies of all staff reports and documents subject to disclosure that relate to each item of business referred to on the agenda are available for public inspection at least 72 hours before each regularly scheduled Board meeting at the District Office, located at 1111 Andersen Drive, San Rafael, CA. Any documents subject to disclosure that are provided to all, or a majority of all, of the members of the Board regarding any item on this agenda after the agenda has been distributed will also be made available for inspection at the District Office during regular business hours.

**ROSS VALLEY SANITARY DISTRICT
BUSINESS PLAN COMMITTEE MEETING NOTES**

Friday, May 30, 2025
10:00 a.m.

1111 Andersen Drive, San Rafael, CA

Committee Douglas Kelly
Members Present: Pamela Meigs

Board Directors
Present: None

Staff/Consultants Steve Moore, General Manager
Present:

Public Present: None

Item #1 – Call Meeting to Order

The meeting was called to order by Director Kelly at 10:14 a.m.

Item #2 – Approval of Agenda

The Committee approved the agenda.

Item #3 – Approval of February 4, 2025 Business Plan Committee Meeting Notes

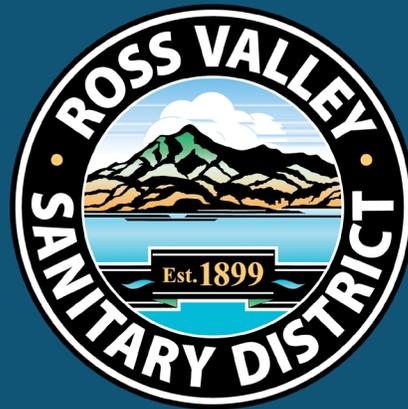
The Committee approved the February 4, 2025 Business Plan Committee Meeting Notes.

Item #4 – Review of Draft Fiscal Year 2025/26 Business Plan

General Manager Moore updated the Committee on completed objectives outlined in the FY 2024-2025 Business Plan. He reviewed the draft Fiscal Year 2025/26 Business Plan.

Adjourn: The Committee adjourned the meeting at 11:30 a.m.

FY 2025-26 BUSINESS PLAN



ROSS VALLEY
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DISTRICT

FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

INTRODUCTION

In 2016, the Ross Valley Sanitary District established a Strategic Plan based on Effective Utility Management (EUM) Attributes. The Annual Business Plan implements the structure of the Strategic Plan by adding and completing various objectives that further the District's mission, core values, and policy-level goals established in the Strategic Plan. *New objectives in the 2025-2026 plan are shown in blue.* Together the objectives in the Business Plan, past and present, contribute to the District's aim to be a high performing organization delivering excellent public service to its customers.

The annual Business Plan is organized according to the following EUM Attributes:

1. Customer Service, Stakeholder Understanding and Support
2. Employee and Leadership Development
3. Enterprise Resiliency
4. Financial Viability/Sustainability
5. Infrastructure Stability and Product Quality (Wastewater Conveyance)
6. Operational Optimization
7. Water Resources and Community Sustainability

FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

EUM ATTRIBUTE NO. 1: CUSTOMER SERVICE, STAKEHOLDER UNDERSTANDING AND SUPPORT

POLICY-LEVEL GOALS

- Provide High Quality, Reliable, Cost-Effective Customer Service
- Provide Customers with awareness of and confidence in RVSD and how the District provides its services
- Engage in collaborative partnerships with JPA member agencies to maximize quality and efficiency of wastewater utility services in central Marin
- Cooperate with our local government partners to work together on areas of common interest to our customers and citizens
- Maintain positive relationships with RWQCB and meet or exceed all regulatory enforcement requirements

2025-2026 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Code Enforcement Initiative – Followup letters and actions for lateral connection defects or smoke testing defects	Ongoing	PBr, PF	10 letters sent out, 2 laterals addressed so far. Since program beginning, 106 letters sent, 70 laterals repaired
Combined outreach with JPA Members and other Marin sanitary districts on Sewer PSAs– Cable TV, YouTube, Brochures, Handouts	Nov-Feb 2025-26 and Mar-May 2026	SM, CV	Fall/Winter campaign underway, spring campaign planned.
Participate in Discussions Related to Consolidation with JPA partner agencies	As Needed	SM, FN	3 meetings with SRSD staff, draft resolution to form consolidation committee (Dec-Jan)

FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Adopt Five-Year Update of Standard Specifications, Drawings and Approved Materials, Coordinating with other Marin Wastewater Collection Systems	September 2025	PhB	Postponed to April 2026
Easement Program – Vegetation Clearing, Access Maintenance and Property Owner Coordination	June 2026	PBr, JH	Stairs installed in two easement locations
Coordinate Lateral Program and Capital Program with Town/City/County paving projects	As Needed	PhB, PBr	Palm/Mann/Cypress project completed in advance of county paving. Lateral program provides larger grants for pavement moratorium areas.
Participate and Provide Leadership in newly formed Association of Marin Wastewater Collection Systems	Quarterly or Semi-Annually	SM, PhB, CV	Hosted Sept. 2025 meeting and handed off to Novato San. for next meeting TBD
Implement Cost Recovery Program for assisting JPA and other local agencies with various short-term tasks	As Needed	PBr, SM	None, but shared Larkspur Landing yard with City of Larkspur for their storm drain lining project at no charge.
Coordinate with Regional Water Board for Rescission of 2013 CDO	Summer 2026	SM	Projects are moving forward (Fairfax Capacity) and Rescission can occur post-project.

FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Coordinate with LAFCo for annexing/de-annexing parcels to/from District, including Sphere of Influence Area and Boundary with SRSD	Summer-Fall 2025	SM, FN	Participated in LAFCo public meeting October 9, 2025. Reviewed SRSD Boundary and identified one parcel on Miracle Mile.
Standing committee on public education and outreach	As Needed	SM	Expand loan program outreach to includes septic-to-sewer conversions
Business Breakfasts at 1111 Andersen Board Room – Annual Outreach Events	Feb/March 2026	FN, CV	Moved to July/August 2026 to coincide with new permitting system (Tyler Technologies) and review system and key updates. Will invite Fire Departments because of Magnolia spill when they did not call RVSD.
Apply for the "District of Distinction" Certificate from Special District Leadership Foundation (SDLF)	December 2025	CW	Trainings completed by board members and staff, December 2025
At Kentfield Pump Station (PS15) Near Multi-Use Path, Design and Install District Interpretive Sign and Bike Repair Station	June 2026	CV, SM	Confirmed site with College of Marin, working on design, received quote of \$12,300, waiting to hear back from others. Waiting until County construction and landscaping are complete, around March 2026.

FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

EUM ATTRIBUTE NO. 2: EMPLOYEE AND LEADERSHIP DEVELOPMENT

POLICY-LEVEL GOALS

- Develop and support an organizational culture of trust, teamwork, mutual respect, and professionalism at all levels of the RVSD organization
- Ensure Board members have clear roles and responsibilities, and regular professional development opportunities to ensure effective organizational leadership
- Ensure District commitment to professional development, career paths, and succession planning
- Attract, develop, and retain high quality staff
- Ensure staff have skills and tools to maximize the value of their work
- Ensure staffing resources/skills appropriately aligned with level of service objectives
- Maintain effective level of professional HR management services

2025-2026 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Safety Committee to organize required training for information awareness, skills, and regulatory compliance	Monthly	JH, FN	Monthly meetings conducted
Program Update to The RVSD Way (Culture Wise), the leadership initiative that encourages a high performing culture based on positive behaviors	September 2025	SM, CW	September 2025 program update, added new fundamental behaviors and culture committee for employee recognition
Competency-based training for collection system workers, supervisors, and inspectors. SOP updates for new equipment.	Ongoing	PBr, JH, KL	SSO response competency training in October 2025. Four New hires trained on SOPs.

FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Increase capabilities of the pump station crew through additional skill sets in mechanical, electrical and instrumentation technologies.	Ongoing	PBr, KL	Vaughan chopper pump training. Electrical training lab. October 2025.
Consider Opportunities in Staff Cross-Training for Succession Planning and Organizational Resilience	As Needed	FN, PBr	Crew rotations. Lorelee trained to back up clerk. Kendall trained to back up payroll.
Review and update District Personnel Policies for Board approval	September 2025	FN	Draft furnished to Union, December 2025, adoption delayed to Spring 2026
Renew Joint Labor Management Committee (JLMC) meetings to foster productive relationships between union employees and management.	January 2026	FN, CW	Postponed to January 2027 to be after Personnel Policies Update and other matters under discussion

FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

EUM ATTRIBUTE NO. 3: ENTERPRISE RESILIENCY

POLICY-LEVEL GOALS

- Develop effective emergency planning and preparation
- Maintain critical infrastructure in a high-quality state, with planned redundancy for critical systems
- Partner with local agencies to provide backup resources
- Consider financial risk from a range of sources as part of the District's risk management strategy; property damage, legal/litigation, regulatory factors, personnel, etc.

2025-2026 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Update Strategic Plan	June 2026	SM	Received two proposals, in process of consultant selection and scope refinement
Conduct annual emergency operations training including spill response	December 2025	PBr, JH	Completed, November/December 2025
Update SSMP	August 2025	SM, PBr	Completed June 2025. Spill Emergency Response Plan (SERP) updated November 2025.
Install new generator (for backup power) at LS 30 Heather Gardens	June 2026	PhB, PBr	Installed November 2025
Implement Mutual Aid Agreement with JPA and other Marin County sanitary districts	As Needed	PBr, JH	Assisted SD2 with flow meter install with CMSA (September 2025), and assisted CMSA with system shutdown for Ross Valley flow meter replacement (November 2025).

FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Apply for CSRMA 2025 Workers' Compensation Excellence Award	Sept 2025	JH, CW	Received official notice of award from CSRMA in January 2026
Apply for CSRMA Reimbursement for Workers' Compensation and Pooled Liability Programs (Safety & Risk Control Items and Health & Wellness Items)	June 2026	CW	Planned

EUM ATTRIBUTE NO. 4: FINANCIAL VIABILITY/SUSTAINABILITY

POLICY-LEVEL GOALS

- Utilize best practices of public utility industry financial planning and apply these practices to an annually updated five-year rolling forecast
- Manage utility rates to ensure predictable, smooth trends in rates
- Achieve and maintain the highest possible bond credit rating; lowest cost of capital
- Track and adequately fund long-term pension and OPEB liabilities

2025-2026 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Increase Credit Rating from AA to AA+, Consider Re-funding Bonds	January 2026	FN, SM	Fitch increased credit rating to AA+ January 2026
Annual review of District Pension and OPEB liabilities	April 2026	FN, SM	Planned
Closeout of Canyon Road Assessment District	April 2026	FN, SM	Last payment September 2026, closeout tasks postponed to September 2026 (outreach to Fairfax)

FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Larkspur Landing parcel planning: Phase 3: property disposition, Select Developer	February 2026	FN, SM	Planned March 2026

FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

EUM ATTRIBUTE NO. 5: INFRASTRUCTURE STABILITY AND PRODUCT QUALITY (WASTEWATER CONVEYANCE)

POLICY-LEVEL GOALS

- Utilize Asset Management methods and tools as the foundation-enhancing infrastructure stability and customer Level of Service, at the lowest sustainable life cycle cost
- Support a steady, cost-effective, long-term program for private lateral replacements
- Invest in appropriate technology, tools, and processes to support Asset Management and leverage efficiency gains in resource requirements

2025-2026 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Document Asset Management Activities in Annual Metrics and Capital Reports	Metrics: Nov 2025, Capital: Dec 2025	PF, PhB, PBr, SM	Completed December 2025
Run Data Model for IAMP to update asset risk scores based on updated condition assessment information (two-year update), including Pump Station Asset Inventory	September 2025	PF, PBr, KL, PhB, SM	New Blockage Prediction Model (Data Risk Model) replaces IAMP Model, and Updated Risk Scores for Assets, Available as GIS Map Layer
Implementation of the capital projects in Table 29 of the Budget: Design and Construction	Construction of New Projects in Summer-Fall 2025, Design in Summer-Winter, Construction Spring 2026-	SM, PhB	About 67% of Capital Budget expended at mid-year (December 2025) with projects on schedule. Design and CEQA proceeding on Fairfax project for summer construction.

FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Integrate Infrastructure Asset Management Plan (IAMP) highest risk assets into capital projects and in house repair program	Design of 2026/27 Gravity Sewer Improvements, Force Main Replacements and Winship Br. Sewer	PhB, PF, PBr	On track
Maintain lateral program participation with various incentives, including paving projects, condition-based enforcement, and RVSD capital projects	Ongoing, Documented in Monthly and Annual Metrics Reports	PhB, PBr	Ongoing
Use Dye Test Data from Code Enforcement Initiative to Map Lateral Connections	Ongoing	PBr	28 dye tests mapped in 2025 (2022:41; 2023:77, 2024:37)

EUM ATTRIBUTE NO. 6: OPERATIONAL OPTIMIZATION

POLICY-LEVEL GOALS

- Utilize select metrics and regular performance reporting to assess the efficiency and effectiveness of operations, business services, and customer services
- Develop and maintain integrated information systems for business services, O&M, capital program management, and financial systems
- Utilize CMMS to manage 100% of its non-emergency O&M operations, preventative maintenance, and field service calls

2025-2026 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Include All Preventative Maintenance Tasks in ArcGIS Indoors related to the Pump Station Asset Inventory	Fall 2025	PBr, PF, KL	KL populating tables developed by PF
Use CMMS Spill Information, Maintenance Records, and Condition Data to Refine Line Cleaning Frequencies and Repair Priorities	January 2026	PF, PBr, JH	PF developed blockage prediction model (Data Risk Model), now being used by Line Maintenance to refine cleaning frequencies and priorities.
Explore permit tracking system solution for permit forms and inspection workflows with web-based customer service portal for application intake	October 2025	FN, PhB	Tyler contracted in September 2025, course correction in December 2025 after October 2025 setback. Planned implementation June 2026
Integrate ArcGIS/InfoAsset data for field access to property ("lateral") records	October 2025	FN, PhB, PF	Planned with Tyler software
Explore Use of Artificial Intelligence (AI) and Large Language Models (LLMs) to Create Efficiency	June 2026	PhB, PF, CV	Used AI in Data Risk Model, and to create matrix of Marin Sanitary Districts' standards and materials, informed proposed standards changes. Looking at using AI for lateral card data.

FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

EUM ATTRIBUTE NO. 7: WATER RESOURCES AND COMMUNITY SUSTAINABILITY

POLICY-LEVEL GOALS

- Maintain and operate RVSD's system in a manner that supports local watershed health and water resources management
- Minimize the impacts from Inflow and Infiltration (I&I) on RVSD cost of service (capital and O&M) and recycled water feasibility
- Plan and mitigate for long-term impacts of sea level rise on RVSD infrastructure and operations
- Track and report the carbon footprint of the enterprise; provide carbon-neutral wastewater utility service

2025-2026 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Optimize regular use of recycled water from CMSA	Ongoing	PBr, JH, SM	Use of CB02 (small combo truck) to transport recycled water to line cleaning crews has increased recycled water use this year from 150,000 gallons to 210,000 gallons at mid-year point
Assess environmental sustainability at pump stations by optimizing energy use, reducing resource waste, upgrading eco-friendly infrastructure, and minimizing ecological impact	June 2026	PhB, PBr, KL, PF, SM	Engaged with Bloom Energy to investigate improved energy efficiency and reduced carbon emissions from electrical use at RVSD's major pump stations. PS15 fan operated only when staff entering, cutting energy by 75% and odor control media replacement savings.

FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Stabilize sewers at creek crossings and remove sewers from streambeds where feasible	As needed	PhB, SM	Fairfax Capacity and Creek Crossings Project 95% design completed, CEQA process initiated.
Include gravity sewer and force main improvements in tidally influenced groundwater zones in upcoming capital projects	February 2026	PhB, SM	FY 26/27 Gravity Sewer Improvements Project planned in Larkspur Plaza and Diane Lane areas. FM-14 bypass sewer replacement planned (Bon Air Center) and FM-33 replacement planned (Corte Madera Creek crossing from Riviera Circle to Bon Air Center).

FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

Responsible Person Initials Key:

SM – Steve Moore

FN- Felicia Newhouse

PBr – Paul Bruemmer

PhB – Phil Benedetti

CW – Christina Winnicki

CV – Cristina Velazquez

PF – Patrick Filipelli

JH – Josh Hill

KL – Kevin Lewis