

# ROSS VALLEY SANITARY DISTRICT

## FY 2021/22 Business Plan, July 21, 2021

### *FY 2021/22 Objectives by Effective Utility Management (EUM) Attribute*

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#### **EUM Attribute – Stakeholder Understanding and Support**

##### Policy-level Goals

- *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*

##### 2021/22 Business Plan Objectives

<b>Objective</b>	<b>Date</b>	<b>Responsible Person</b>	<b>Status to Date</b>
LAFCO MSR recommendations follow-up: annexation of San Quentin Village from Marin County	June 2022	FN/SM	
Combined outreach with JPA Members and other Marin sanitary districts – Cable TV, YouTube, Brochures, Hand-outs	July and November 2021	SM	
Implement Cost Recovery Program for Line Maintenance, Smoke Testing, and other uses of staff resources for assisting JPA and other local agencies	As Needed	BC/SM	
Implement Mutual Aid Agreement with JPA and other Marin County Sanitary Districts	As Needed	BC	
Coordinate Lateral Program with Town/City/County paving projects	As Needed	PB	
Meet with County Roads Dept. on a regular basis to address concerns related to Routine Maintenance Operations	Quarterly	BC	

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<b>Objective</b>	<b>Date</b>	<b>Responsible Person</b>	<b>Status to Date</b>
Coordinate with MMWD to minimize potable water use during the Drought	Ongoing	BC/SM	
Engage in Discussion with Marin County about possibility of providing sewer services to San Geronimo Valley	Ongoing	SM	
RWQCB Coordination for Rescission of 2013 CDO	March 2022	SM	

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#### **EUM Attribute – Customer Service**

##### 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*

##### 2021/22 Business Plan Objectives

<b>Objective</b>	<b>Date</b>	<b>Responsible Person</b>	<b>Status to Date</b>
Update Lateral Grant Program Resolution to reflect Updated Permit Process (from May 2021)	October 2021	JC/FN	
Ad hoc committee on public education and outreach	As Needed	SM	
Code Enforcement Initiative – Assign compliance officer duties and analyze smoke testing results and prioritize for outreach	May 2022	SM/PB/FN	

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**EUM Attribute – 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*

**2021/22 Business Plan Objectives**

<b>Objective</b>	<b>Date</b>	<b>Responsible Person</b>	<b>Status to Date</b>
Personnel Policies Update	August 2021	FN	
Training Committee to organize and encourage staff requests for information awareness and skills training	Quarterly	FN/BC	
Leadership Initiative to encourage a high performing culture based on positive behaviors	September 2021 Kickoff with Staff	SM/FN	

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Competency-based training for collection system workers, supervisors, and inspectors. Individualized Training Programs. SOP updates for new equipment.	December 2021	BC	
Increase capabilities of the pump station crew through additional skill sets in mechanical, electrical and instrumentation technologies.	June 2022	BC	

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#### **EUM Attribute – 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.*

##### 2021/22 Business Plan Objectives

<b>Objective</b>	<b>Date</b>	<b>Responsible Person</b>	<b>Status to Date</b>
Participate in Multi-agency PG&E power outage planning	Monthly during Wet Season	BC	
Maintain and implement COVID-19 Exposure Control Plan	Ongoing	SM, FN, BC	
Replace aging generators (for backup power) at PS 24, PS 25, and PS 14	April 2022	PB/BC	
Review and confirm backup power (generator capacity) at 1111 Andersen	December 2021	BC	

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**EUM Attribute – 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*

**2021/22 Business Plan Objectives**

<b>Objective</b>	<b>Date</b>	<b>Responsible Person</b>	<b>Status to Date</b>
Increase Credit Rating from AA to AA+	June 2022	FN/SM	
Implement Funding Plan for Pension and OPEB liabilities – annual updates	April 2022	FN/SM	
Larkspur Landing parcel planning: Phase 2 (cont.): property disposition, real estate services consultant-led public process (e.g., community survey, special board meeting)	September- November 2021 (after EPA sign-off on remediation)	FN/SM	
Larkspur Landing parcel planning: Phase 3: property disposition, Surplus Lands Act process	December 2021 (initiate process)	FN/SM	

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**EUM Attribute – Infrastructure Strategy/Performance**

**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 AM and leverage efficiency gains in resource requirements*

**2021/22 Business Plan Objectives**

<b>Objective</b>	<b>Date</b>	<b>Responsible Person</b>	<b>Status to Date</b>
Document Asset Management Activities in Annual Metrics and Capital Reports	Metrics: Nov 2021, Capital: Dec 2021	PF/PB/ BC/SM	
Update Flow Monitoring and Hydraulic Modeling (from 2006 and 2014) to Define Remaining Capacity Issues, Assess Effectiveness of I&I Reduction Program	May 2022	SM/PF/PB	
Implementation of the capital projects in Schedule 10 of the Budget: Design and Construction	Construction of New Projects in Summer-Fall 2021, Design/ Construction Spring 2022-	SM/PB	



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Update Capital Improvement Program (CIP) with 2021 IAMP recommendations	March 2022	PB/SM	
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	FN/SM/PB	
Refine line maintenance frequency based on condition assessment	Ongoing, Documented in Annual Metrics Report (Nov. 2021)	BC	

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**EUM Attribute – 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*

**2021/22 Business Plan Objectives**

<b>Objective</b>	<b>Date</b>	<b>Responsible Person</b>	<b>Status to Date</b>
1111 Andersen Facility Tenant Lease Agreement	August 2021	FN	
1111 Andersen Facility Upgrades – Design, Construction, Relocation	April 2022	FN	
Implement Records Retention Policy and Enterprise Content Management (ECM) System (i.e., Laserfiche)	Ongoing	JC/FN	
Standardize property records to improve interoperability between our various information systems (e.g., InfoAsset and Sharepoint or other)	Ongoing	PF	
Incorporate the 2021 IAMP maintenance recommendations into the O&M work plan in the CMMS	Fall 2021	PF	

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**EUM Attribute – 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 or RVSD infrastructure and operations*
- *Track and report the carbon footprint of the enterprise; provide carbon-neutral wastewater utility service*

**2021/22 Business Plan Objectives**

<b>Objective</b>	<b>Date</b>	<b>Responsible Person</b>	<b>Status to Date</b>
Maximize regular use of recycled water from CMSA as Drought Measure	July 2021	BC/SM	
Improve recycled water permitting system with CMSA, updating 1989 order from Regional Water Board	October 2021	SM	
Evaluate nonpotable recycled water distribution from CMSA to San Quentin Junction box fill station, Larkspur Landing property and vicinity	March 2022	SM/PB	
Remove Abandoned Sewer from Streambed at Ross Creek and Shady Lane: planning, design, funding, permitting, construction	Fall 2021	SM	

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**Responsible Person Initials Key:**

SM – Steve Moore

FN- Felicia Newhouse

BC – Ben Conner

JC – Julia Cooper

PB – Phil Benedetti

PF – Patrick Filipelli