

**ROSS VALLEY SANITARY DISTRICT**

**FY 2020/21 Business Plan, August 19, 2020**

*FY 2020/21 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 parts 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*

**2020/21 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 2021	FN/SMM	In process, met with LAFCo, County, Caltrans and CA Dept. of Corrections in March 2021, working on updating agreements with state agencies.
Combined outreach with JPA Members and other Marin sanitary districts – Cable TV, YouTube, Brochures, Hand-outs	November 2020	SIM/SMM	Completed Ad Campaign Nov-Feb 2021. Starting in 2021-22, POTWs will reimburse RVSD for 3-month campaigns (2 per year)
Develop and Implement Cost Recovery Program for Line Maintenance, Smoke Testing and other uses of staff resources for assisting JPA and other local agencies	December 2020	SIM/SMM	Completed. Board adopted Nov 2020. Agreement signed with TCSD June 2021 for smoke testing. Pilot storm water CCTV effort in June 2021 with City of Larkspur in Greenbrae
Implement Mutual Aid Agreement with JPA and other Marin County Sanitary Districts	As Needed	SIM	Completed

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<b>Objective</b>	<b>Date</b>	<b>Responsible Person</b>	<b>Status to Date</b>
Coordinate Lateral Program with Town/City/County paving projects	As Needed	SMM	Completed
RWQCB Coordination for Rescission of 2013 CDO	March 2021	SMM	Completed: Compliance Report submitted 3/31/21 and accepted by RWQCB

**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*

**2020/21 Business Plan Objectives**

<b>Objective</b>	<b>Date</b>	<b>Responsible Person</b>	<b>Status to Date</b>
Easement Program – Organize and Launch a Targeted Effort to Landowners with Sewer Easements to Facilitate Access and Communication (Outreach Materials, Plan, Website)	December 2020	SIM/PF/ PB/SMM	Completed March 2021
Ad hoc committee on public education and outreach	As needed	SIM/SMM	Met in June 2021
Code Enforcement Initiative – Hire compliance officer and analyze smoke testing results and prioritize for outreach	May 2021	SMM/PB/FN	Postponed

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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*

##### 2020/21 Business Plan Objectives

<b>Objective</b>	<b>Date</b>	<b>Responsible Person</b>	<b>Status to Date</b>
Update Board Compensation Policy and Website Information	August 2020	JM/District Counsel	Completed
Personnel Policies Update	August and November 2020	FN	In process, met and conferred with AFCSME in June 2021
Training Committee to organize and encourage staff requests for information awareness and skills training	Quarterly	FN/SMM/SIM	Completed

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Leadership Initiative to encourage a high performing culture based on positive behaviors	April 2021	FN/SIM/SMM	Initiated in June 2021, delayed due to COVID-19
Competency-based training and certification program for collection system workers, supervisors, and inspectors. Complete third party assessments of workers based on Standard Operating Procedures (SOPs) already developed.	November 2020	SIM	Completed November 2020

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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.*

**2020/21 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	SIM	Did not meet
Maintain and implement COVID-19 Exposure Control Plan	Ongoing	SIM/FN/SMM	Updated July, Nov 2020, Jan/Feb/Apr/June 2021
Replace aging generators (for backup power) at PS 24, PS 25, and PS 14	June 2021	NS/SMM	In process, project out to Bid June 2021
Review and confirm backup power (generator capacity) at 1111 Andersen	April 2021	SIM	Postponed

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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*

**2020/21 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 2021	FN/SMM	Postponed. No re-funding opportunities pursued in 2020-21 (the typical method to have credit rating reviewed)
Implement Funding Plan for Pension and OPEB liabilities – annual updates	April 2021	FN/SMM	Completed
Larkspur Landing parcel planning: Phase 1: remediation	September 2020	SMM	Completed Sept. 2020, Notice of Completion Dec 2020, Draft Report to EPA Jan 2021, Final Report June 2021
Larkspur Landing parcel planning: Phase 2: property disposition, hire real estate services consultant	August 2020	FN/SMM	Completed in August 2020, public informational meetings held by consultant in Sept 2020, Dec 2020 and Jan 2021.

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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*

**2020/21 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 2020, Capital: Dec 2020	PF/PB/ SIM/SMM	Completed
Update five-year Infrastructure Assets Management Plan (IAMP)	March 2021	SMM/PF/PB	Draft completed in March 2021, Final IAMP in process (pending force main condition assessment)
Develop coordinated I&I reduction targets for WWTP and collection systems	IAMP Task Order 6, Dec. 2020	SMM/PF/PB	Completed March 2021
Implementation of the capital projects in Schedule 10 of the Budget: Design and Construction	Construction of New Projects in Summer-Fall 2020, Design/ Construction Spring 2021-	SMM/PB	Completed

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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/SMM/PB	Completed
Refine line maintenance frequency based on condition assessment	Ongoing, Documented in Annual Metrics Report (Nov. 2020)	SIM	Completed



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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*

##### 2020/21 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 2020	FN	Draft lease submitted to Comcast February 2021
1111 Andersen Facility Upgrades – Design, Construction, Relocation	April 2021	FN	Design almost complete June 2021
Implement Records Retention Policy and Launch Enterprise Content Management (ECM) System (i.e., Laserfiche)	December 2020	JM/FN	Completed May 2021

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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*

**2020/21 Business Plan Objectives**

<b>Objective</b>	<b>Date</b>	<b>Responsible Person</b>	<b>Status to Date</b>
Expand regular use of recycled water from CMSA for sewer maintenance vehicles (from two to four)	October 2020	SIM/SMM	Completed Nov 2020
Improve recycled water permitting system with CMSA, updating 1989 order from Regional Water Board	October 2020	SMM	In process, working with CMSA
Remove Abandoned Sewer from Streambed at Ross Creek and Shady Lane: planning, design, funding, permitting, construction	Summer 2021	SMM/PB	Design completed June 2021, planned for Sept 2021

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**Responsible Person Initials Key:**

SMM – Steve Moore

FN- Felicia Newhouse

SIM – Stephen Miksis

JM – Julia McEntee

PB – Phil Benedetti

PF – Patrick Filipelli

NS – Noel Sandoval