



**ROSS VALLEY SANITARY DISTRICT**

2960 Kerner Blvd  
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(415) 259-2949 ~ *rvsd.org*

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**STAFF REPORT**

**For the Meeting of July 20, 2022**

July 6, 2022

To: Board of Directors

From: Steve Moore  
General Manager

Subject: **Consideration of Adopting the Fiscal Year 2022/23 Annual Business Plan**

**Summary**

This report is presented to the Board in consideration of adopting the Fiscal Year 2022/23 Business Plan, an annual commitment to refining and implementing its Strategic Plan.

**Discussion**

At the regular meeting in July 2021, the District Board appointed Director Kelly and Director Meigs to serve on the Ad Hoc Business Plan Committee.

The District's Business Plan reflects the policy-level goals associated with Effective Utility Management (EUM) attributes, originally articulated in the District's Strategic Plan (2016). The Business Plan provides an annually updated guide for maintaining and continuously improving the District's operations and services, sets organizational priorities, and guides fundamental decisions and actions that shape District activities into the future. The Business Plan objectives also provide the Board a means to evaluate performance of RVSD management and staff.

On June 27, 2022, the Ad Hoc Committee members met with General Manager Moore and Clerk of the Board Julia Cooper to provide direction on the draft FY 2022/23 Business Plan. They reviewed the current FY 2021/22 Business Plan and status of each Objective, including the numerous achieved Objectives.

The EUM Attributes in the Business Plan from the Strategic Plan are:

|   |
|---|
| <b>Customer Service, Stakeholder Understanding and Support</b>              |
| <b>Employee and Leadership Development</b>                                  |
| <b>Enterprise Resiliency</b>  |
| <b>Financial Viability/Sustainability</b>                                   |
| <b>Infrastructure Stability and Product Quality (Wastewater Conveyance)</b> |
| <b>Operational Optimization</b>   |
| <b>Water Resources and Community Sustainability</b>                         |

For this past fiscal year, the following Business Plan Objectives under various ***EUM Attributes*** are completed and are proposed to be removed from the FY 2022/23 Business Plan:

***Customer Service, Stakeholder Understanding and Support***

- Cost Recovery Program for Interagency Assistance (*program initiated, transition to ongoing program*)
- Update Lateral Grant Program Resolution to reflect Updated Permit Process of May 2021

***Employee and Leadership Development***

- Personnel Policies Update
- Leadership Initiative to encourage a high performing culture based on positive behaviors (*program initiated, transition to ongoing program*)
- Training Committee to organize and encourage staff requests for information awareness and skills training (*Move function to Safety Committee for Required Training*)
- Competency-based training for collection system workers, supervisors, and inspectors, Individualized Training Programs

***Financial Viability/Sustainability***

- Obtain written EPA sign-off on PCB remediation at 2000 Larkspur Landing Circle

- Larkspur Landing parcel planning: Phase 2, real estate services consultant-led public process (e.g., community survey, special board meeting)

### ***Infrastructure Stability and Product Quality (Wastewater Conveyance)***

- Update Capital Improvement Program (CIP) with 2021 IAMP recommendations

### ***Operational Optimization***

- 1111 Andersen Facility Tenant Lease Agreement
- Incorporate the 2021 Infrastructure Asset Management Plan (IAMP) maintenance recommendations into the O&M work plan in the Computerized Maintenance Management System (CMMS)
- Implement Records Retention Policy and Enterprise Content Management (ECM) System (i.e., Laserfiche)
- Standardize property records to improve inter-operability between our various information systems (e.g., InfoAsset (our CMMS) and Sharepoint)

### ***Water Resources and Community Sustainability***

- Maximize regular use of recycled water from CMSA as Drought Measure
- Remove Abandoned Sewer from Streambed at Ross Creek and Shady Lane

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For the coming fiscal year, Objectives that are not yet completed and proposed to be continued under the ***EUM Attributes***, include:

### ***Customer Service, Stakeholder Understanding and Support***

- The annexation of San Quentin Village sewer system from the County
- Code Enforcement Initiative – Assign compliance officer duties and analyze smoke testing results and prioritize for outreach

### ***Employee and Leadership Development***

- Increase capabilities of the pump station crew through additional skill sets in mechanical, electrical and instrumentation technologies
- Competency-based training for collection system workers, supervisors, and inspectors, SOP updates for new equipment

### ***Enterprise Resiliency***

- Replace aging generators (for backup power) at PS 24, PS 25, and PS 14
- Ensure backup power (generator capacity) at 1111 Andersen

### ***Financial Viability/Sustainability***

- Larkspur Landing parcel planning Phase 3: Surplus Lands Act process

### ***Infrastructure Stability and Product Quality (Wastewater Conveyance)***

- Refine line maintenance frequency based on condition assessment
- Update Flow Monitoring and Hydraulic Modeling (from 2006 and 2014) to Define Remaining Capacity Issues, and Assess Effectiveness of I&I Reduction Program

### ***Operational Optimization***

- 1111 Andersen Facility Upgrades – Design, Construction, Relocation

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For this year's Business Plan, Objectives that are proposed to be added to implement ***EUM Attributes*** include:

### ***Customer Service, Stakeholder Understanding and Support***

- Easement Program Phase 2 – Based on Prioritized List from Staff, Coordinate with Property Owners, Fire Depts., etc., to Clear Easements of Vegetation and other Obstructions to Make Safer for Staff Accessibility
- Advocate for removal of RVSD from CMSA NPDES Permit or otherwise negotiate NPDES-related requirements to be consistent with Statewide SSSWDR requirements (i.e., Collection System General Order) and Infrastructure Asset Management Plan (IAMP) related commitments

### ***Employee and Leadership Development***

- Safety Committee to organize Required Training for information awareness, skills, and regulatory compliance (*Take over from former Training Committee*)

### ***Financial Viability/Sustainability***

- Kerner parcel planning: property disposition, Surplus Lands Act process

### ***Infrastructure Stability and Product Quality (Wastewater Conveyance)***

- Pump Station Asset Inventory into InfoAsset (our CMMS) for Improved Work Order system
- Supervisor Review Function into InfoAsset (our CMMS) for Improved Prioritization for Field Work and Improved Sanitary Sewer Overflow (SSO) Prevention

### ***Operational Optimization***

- 1111 Andersen Facility Tenant Lease Agreement – Update to Include First Floor Entry for RVSD Board Meeting Room
- Explore expanded functionality of Laserfiche “trusted system” to include permit forms and inspection workflows; create web-based customer service portal for application intake
- Migrate Laserfiche from on-premises to cloud-based storage; integrate ArcGIS/InfoAsset data with Laserfiche for field access to property (“lateral”) records
- Implement Caselle Software for Financial, Payroll and Timekeeping System

### ***Water Resources and Community Sustainability***

- Optimize regular use of recycled water from CMSA
- Evaluate non-potable recycled water distribution from CMSA to 1111 Andersen for sewer cleaning and site irrigation
- Solar Feasibility Study at 1111 Andersen

Some items such as implementing capital projects from Table 25 of the annual budget, implementing the funding plan for pension and OPEB liabilities, and the annual performance metrics report are ongoing commitments indicated in the Business Plan under various EUM attributes.

Each item assigns responsible person(s) as well as a target date for implementation.

### **Recommendation**

Adopt the District’s Fiscal Year 2022/23 Business Plan.

Attachment(s):

- A. RVSD Fiscal Year 2022/23 Business Plan

**ROSS VALLEY SANITARY DISTRICT**  
**FY 2022/23 Business Plan, July 20, 2022**

***FY 2022/23 Objectives by Effective Utility Management (EUM) Attribute***

**EUM Attribute – 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*

**2022/23 Business Plan Objectives**

| <b>Objective</b>   | <b>Date</b>                  | <b>Responsible Person</b> | <b>Status to Date</b> |
|--|------------------------------|---------------------------|-----------------------|
| Combined outreach with JPA Members and other Marin sanitary districts – Cable TV, YouTube, Brochures, Hand-outs                | November 2022 and March 2023 | SM                        |                       |
| Implement Cost Recovery Program for assisting JPA and other local agencies with various short-term tasks                       | As Needed                    | PBr/SM                    |                       |
| Implement Mutual Aid Agreement with JPA and other Marin County Sanitary Districts  | As Needed                    | PBr                       |                       |
| Coordinate Lateral Program with Town/City/County paving projects   | As Needed                    | PhB                       |                       |
| LAFCO MSR recommendations follow-up: annexation of San Quentin Village from Marin County if encroachment issue can be resolved | June 2023                    | FN/SM                     |                       |

**ROSS VALLEY SANITARY DISTRICT**

**FY 2022/23 Business Plan, July 20, 2022**

*FY 2022/23 Objectives by Effective Utility Management (EUM) Attribute*

| <b>Objective</b>  | <b>Date</b>                                    | <b>Responsible Person</b> | <b>Status to Date</b> |
|---|--|---------------------------|-----------------------|
| Meet with County Roads Dept. on a regular basis to address concerns related to Routine Maintenance Operations   | Quarterly                                      | PBr                       |                       |
| Easement Program Phase 2 – Based on Prioritized List from Staff, Coordinate with Property Owners, Fire Depts., etc., to Clear Easements of Vegetation and other Obstructions to Make Safer for Staff Accessibility  | Oct. 2023 for pilot<br>June 2023 for following | PBr/PF/<br>PhB/SM         |                       |
| RWQCB Coordination for Rescission of 2013 CDO   | March 2023                                     | SM                        |                       |
| Advocate for removal of RVSD from CMSA NPDES Permit or otherwise negotiate NPDES-related requirements to be consistent with Statewide SSSWDR requirements (i.e., Collection System General Order) and Infrastructure Asset Management Plan (IAMP) related commitments | January 2023                                   | SM, PhB                   |                       |
| 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 2023                                       | SM/PhB/FN                 |                       |

**ROSS VALLEY SANITARY DISTRICT**

**FY 2022/23 Business Plan, July 20, 2022**

***FY 2022/23 Objectives by Effective Utility Management (EUM) Attribute***

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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*

**2022/23 Business Plan Objectives**

| <b>Objective</b>  | <b>Date</b>                                 | <b>Responsible Person</b> | <b>Status to Date</b> |
|---|---|---------------------------|-----------------------|
| Safety Committee to organize required training for information awareness, skills, and regulatory compliance | Monthly                                     | FN/PBr                    |                       |
| Leadership Initiative to encourage a high performing culture based on positive behaviors                    | September 2022<br>Annual Review,<br>Ongoing | SM/FN                     |                       |

**ROSS VALLEY SANITARY DISTRICT**

**FY 2022/23 Business Plan, July 20, 2022**

***FY 2022/23 Objectives by Effective Utility Management (EUM) Attribute***

|  |               |     |  |
|--|---------------|-----|--|
| Competency-based training for collection system workers, supervisors, and inspectors. SOP updates for new equipment.                     | December 2022 | PBr |  |
| Increase capabilities of the pump station crew through additional skill sets in mechanical, electrical and instrumentation technologies. | June 2023     | PBr |  |

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**ROSS VALLEY SANITARY DISTRICT**

**FY 2022/23 Business Plan, July 20, 2022**

*FY 2022/23 Objectives by Effective Utility Management (EUM) Attribute*

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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.*

**2022/23 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 | PBr                       |                       |
| Maintain and implement COVID-19 Exposure Control Plan                  | Ongoing                   | FN                        |                       |
| Replace aging generators (for backup power) at PS 24, PS 25, and PS 14 | October 2022              | PhB/PBr                   |                       |
| Ensure backup power (generator capacity) at 1111 Andersen              | December 2022             | PBr                       |                       |

**ROSS VALLEY SANITARY DISTRICT**

**FY 2022/23 Business Plan, July 20, 2022**

***FY 2022/23 Objectives by Effective Utility Management (EUM) Attribute***

**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*

**2022/23 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 2023    | FN/SM                     |                       |
| Implement Funding Plan for Pension and OPEB liabilities – annual updates   | April 2023   | FN/SM                     |                       |
| Larkspur Landing parcel planning:<br>Phase 2 (cont.): property disposition, real estate services consultant-led public process (e.g., Coordinate with City of Larkspur General Plan) | January 2023 | FN/SM                     |                       |
| Larkspur Landing parcel planning:<br>Phase 3: property disposition, Surplus Lands Act process  | June 2023    | FN/SM                     |                       |

**ROSS VALLEY SANITARY DISTRICT**

**FY 2022/23 Business Plan, July 20, 2022**

***FY 2022/23 Objectives by Effective Utility Management (EUM) Attribute***

|  |              |        |  |
|--|--------------|--------|--|
| Kerner parcel planning: property disposition, Surplus Lands Act process  | January 2023 | FN/SM  |  |
| Review and Upgrade Flow Meters at CMSA to ensure accurate treatment fees | January 2023 | SM/PBr |  |

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**ROSS VALLEY SANITARY DISTRICT**

**FY 2022/23 Business Plan, July 20, 2022**

*FY 2022/23 Objectives by Effective Utility Management (EUM) Attribute*

**EUM Attribute – 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*

**2022/23 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 2022,<br>Capital: Dec 2022   | PF/PhB/<br>PBr/SM         |                       |
| Update Flow Monitoring and Hydraulic Modeling (from 2006 and 2014) to Define Remaining Capacity Issues, Assess Effectiveness of I&I Reduction Program | September 2022  | SM/PF/PhB                 |                       |
| Implementation of the capital projects in Table 25 of the Budget: Design and Construction   | Construction of New Projects in Fall 2022, Design in Fall-Winter, Construction Spring 2023- | SM/PhB                    |                       |

**ROSS VALLEY SANITARY DISTRICT**

**FY 2022/23 Business Plan, July 20, 2022**

***FY 2022/23 Objectives by Effective Utility Management (EUM) Attribute***

|   |   |          |  |
|---|---|----------|--|
| 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 |  |
| Refine line maintenance frequency based on condition assessment   | Draft Plan Nov. 2022, Implement April 2023                | PBr      |  |
| Pump Station Asset Inventory into InfoAsset for Improved Work Order system  | January 2023  | PBr      |  |
| Supervisor Review Function into InfoAsset for Improved Prioritization for Field Work and Improved SSO Prevention                                  | September 2023  | PBr      |  |

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**ROSS VALLEY SANITARY DISTRICT**

**FY 2022/23 Business Plan, July 20, 2022**

***FY 2022/23 Objectives by Effective Utility Management (EUM) Attribute***

**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*

**2022/23 Business Plan Objectives**

| <b>Objective</b>  | <b>Date</b>  | <b>Responsible Person</b> | <b>Status to Date</b> |
|---|--------------|---------------------------|-----------------------|
| 1111 Andersen Facility Tenant Lease Agreement – Update to Include First Floor Entry for RVSD Board Meeting Room   | August 2022  | FN                        |                       |
| 1111 Andersen Facility Upgrades – Design, Construction, Relocation  | January 2023 | FN                        |                       |
| Explore expanded functionality of Laserfiche “trusted system” to include permit forms and inspection workflows; create web-based customer service portal for application intake | January 2023 | JC/FN                     |                       |
| Migrate Laserfiche from on-premises to cloud-based storage; integrate ArcGIS/InfoAsset data with Laserfiche for field access to property (“lateral”) records                    | June 2023    | FN/PF                     |                       |
| Implement Caselle Software for Financial, Payroll and Timekeeping System  | March 2023   | FN/CS                     |                       |

**ROSS VALLEY SANITARY DISTRICT**

**FY 2022/23 Business Plan, July 20, 2022**

***FY 2022/23 Objectives by Effective Utility Management (EUM) Attribute***

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|  |                |       |  |
|--|----------------|-------|--|
| Evaluate Feasibility of Moving Up Monthly Financial Reports By One Month | September 2022 | FN/CS |  |
|--|----------------|-------|--|

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**ROSS VALLEY SANITARY DISTRICT**

**FY 2022/23 Business Plan, July 20, 2022**

***FY 2022/23 Objectives by Effective Utility Management (EUM) Attribute***

**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*

**2022/23 Business Plan Objectives**

| <b>Objective</b>  | <b>Date</b>  | <b>Responsible Person</b> | <b>Status to Date</b> |
|---|--------------|---------------------------|-----------------------|
| Optimize regular use of recycled water from CMSA  | Ongoing      | PBr/SM                    |                       |
| Improve recycled water permitting system with CMSA, updating 1989 order from Regional Water Board                 | October 2022 | SM                        |                       |
| Evaluate nonpotable recycled water distribution from CMSA to 1111 Andersen for sewer cleaning and site irrigation | March 2023   | SM/PhB/PBr                |                       |
| Solar Feasibility Study at 1111 Andersen  | October 2022 | PBr/PhB                   |                       |

**ROSS VALLEY SANITARY DISTRICT**  
**FY 2022/23 Business Plan, July 20, 2022**

*FY 2022/23 Objectives by Effective Utility Management (EUM) Attribute*

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**Responsible Person Initials Key:**

SM – Steve Moore

FN- Felicia Newhouse

PBr – Paul Bruemmer

JC – Julia Cooper

PhB – Phil Benedetti

PF – Patrick Filipelli

CS – Corey Spray

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