

**ROSS VALLEY SANITARY DISTRICT**

2960 Kerner Blvd  
San Rafael, CA 94901  
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**STAFF REPORT**

**For the Meeting of June 21, 2023**

June 9, 2023

To: Board of Directors

From: Steve Moore  
General Manager

Subject: **Consideration of Adopting the Fiscal Year 2023/24 Business Plan**

**Summary**

This report is presented to the Board in consideration of adopting the Fiscal Year 2023/24 Business Plan, an annual commitment to refining and implementing its Strategic Plan.

**Discussion**

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 with a means to evaluate RVSD management and staff performance.

At the regular meeting in July 2022, the District Board appointed Director Kelly and Director Meigs to serve on the Ad Hoc Business Plan Committee. On May 31, 2023, the Ad Hoc Committee members met with General Manager Moore to provide direction on the draft FY 2023/24 Business Plan. They reviewed the current FY 2022/23 Business Plan and status of each Objective, including the many achieved Objectives.

This staff report is organized by which Objectives have been completed, which have not yet been completed, and which have been added to the Business Plan under the various EUM Attributes.

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 2023/24 Business Plan:

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

- LAFCO MSR recommendations follow-up: annexation of San Quentin Village from Marin County if encroachment issue can be resolved.
- Meet with County Roads Dept on a regular basis to address concerns related to routine maintenance operations.
- 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.

***Enterprise Resiliency***

- Participate in multi-agency PG&E power outage planning.

*These multi-agency planning processes no longer occur, direct communication from PG&E addresses all necessary coordination.*

- Replace aging generators (for backup power) at PS 24, PS 25, and PS 14.

***Financial Viability/Sustainability***

- Review and upgrade flow meters at CMSA to ensure accurate treatment fees.

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

- Update flow monitoring and hydraulic modeling (from 2006 and 2014) to define remaining capacity issues, assess effectiveness of I&I reduction program.
- Refine line maintenance frequency based on condition assessment.
- Pump station asset inventory into InfoAsset for improved work order system.
- Supervisor review function into InfoAsset for improved prioritization for field work and improved SSO prevention.

### ***Operational Optimization***

- 1111 Andersen facility tenant lease agreement - update to include first floor entry for RVSD Board meeting room.
- 1111 Andersen facility upgrades – design, construction.
- Implement Caselle software for financial, payroll and timekeeping system.
- Evaluate feasibility of moving up monthly financial reports by one month.

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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:

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

- Increase capabilities of the pump station crew through additional skill sets in mechanical, electrical and instrumentation technologies.

### ***Enterprise Resiliency***

- Ensure backup power (generator capacity) at 1111 Andersen.

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

- Larkspur Landing parcel planning: Phase 2 (cont.): property disposition, coordination with lengthened City of Larkspur General Plan process.
- Larkspur Landing parcel planning Phase 3: Surplus Lands Act process.
- Kerner parcel planning: property disposition, Surplus Lands Act process.

### ***Operational Optimization***

- 1111 Andersen facility upgrades – relocation of operations.

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

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

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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***

- PS14 (Larkspur) Ribbon Cutting Ceremony, marking completion of all 2013 CDO projects.
- Coordinate with LAFCo for annexing/de-annexing parcels to/from District.
- 1111 Andersen Ribbon Cutting Ceremony, marking consolidation of District operations.
- Business Breakfasts at 1111 Andersen Boardroom – regular outreach events to plumbers, paving contractors, real estate professionals, public works and building departments.

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

- Update five-year MOU with represented employees.
- Consider opportunities in staff cross-training for succession planning and organizational resilience.

### ***Enterprise Resiliency***

- Use recent pump station inventory to develop list of critical spare parts and/or equipment and include in budget.
- Conduct annual emergency operations training including spill response.
- Update sections of Sewer System Management Plan (SSMP) to respond to SSMP Audit and comply with new SSSWDR.
- Install new generator (for backup power) at LS 30 (Heather Gardens).

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

- Conduct five-year sewer rate study and Prop 218 public process for adoption.
- Modify budget structure to be able to apply for GFOA Distinguished Budget Award.
- Consider adopting a two-year budget cycle.

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

- Integrate Infrastructure Asset Management Plan (IAMP) highest risk assets into capital projects and in house repair program.
- Run data model for IAMP to update asset risk scores based on updated condition assessment information (two-year update), including pump station asset inventory.
- Implement work order system for inspections staff to conduct manhole observations and record important data.
- Use dye test data from code enforcement initiative to map lateral connections.
- Develop work order system for inspections staff for manhole restoration associated with paving projects and automate follow-up line cleaning work orders.

### ***Operational Optimization***

- 1111 Andersen Facility – construction of site improvements.
- Include all preventative maintenance tasks in CMMS related to the pump station asset inventory.
- Establish capital project closeout process for essential records including digitization of records.

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

- Review energy use at pump stations and identify opportunities for efficiency.
- Evaluate options for carbon tracking implementation, in coordination with national water/wastewater standards.
- Stabilize sewers at creek crossings and remove sewers from streambeds where feasible (e.g., Woodland Creek Crossings project).
- Include gravity sewer and force main improvements in tidally influenced groundwater zones in upcoming capital projects (e.g., force main replacement for LS31 and LS32 in Riviera Circle).

## **Ongoing and As-Needed Objectives**

Some objectives such as implementing capital projects from Table 29 of the annual budget, annual updates on the funding plan for pension and OPEB liabilities, optimizing recycled water use 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.

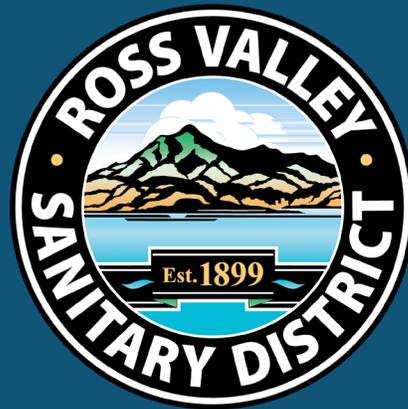
## **Recommendation**

Adopt the District's Fiscal Year 2023/24 Business Plan.

Attachment(s):

- A. RVSD Fiscal Year 2023/24 Business Plan

# FY 2023-24 BUSINESS PLAN



ROSS VALLEY  
SANITARY  
DISTRICT

# FY 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

## FY 2023-2024 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. 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 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2023-2024 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 inform 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.

**2023-2024 BUSINESS PLAN OBJECTIVES**

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
PS14 (Larkspur) Ribbon Cutting Ceremony, marking completion of all 2013 CDO Projects	July 2023	SM	
Code Enforcement Initiative – Follow-up letters and actions for lateral connection defects or smoke testing defects	Ongoing	PBr, PF	
Combined outreach with JPA Members and other Marin sanitary districts on Sewer PSAs– Cable TV, YouTube, Brochures, Handouts	November 2023 and March 2024	SM	
Easement Program Phase 2 – Make easements safer and more accessible for staff	June 2024	PBr, JH	

# FY 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2023-2024 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Coordinate Lateral Program and Capital Program with Town/City/County paving projects	As Needed	PhB, PBr	
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, JH	
Coordinate with Regional Water Board for Rescission of 2013 CDO	December 2023	SM	
Coordinate with LAFCo for annexing/de-annexing parcels to/from District	As Needed	SM	
Ad hoc committee on public education and outreach	As Needed	SM	
1111 Andersen Ribbon Cutting Ceremony, marking consolidation of District operations	April 2024	FN, SM	
Business Breakfasts at 1111 Andersen Board Room – Regular Outreach Events to Plumbers, Paving Contractors, Real Estate Professionals, Public Works and Building Departments	Bimonthly	FN	

# FY 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2023-2024 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.

**2023-2024 BUSINESS PLAN OBJECTIVES**

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Update Five-Year MOU with Represented Employees	June 2024	FN, SM	
Safety Committee to organize required training for information awareness, skills, and regulatory compliance	Monthly	JH	
Leadership Initiative to encourage a high performing culture based on positive behaviors (CultureWise)	September 2023 Annual Review, Ongoing	SM	

# FY 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2023-2024 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Competency-based training for collection system workers, supervisors, and inspectors. SOP updates for new equipment.	June 2024	PBr, JH	
Increase capabilities of the pump station crew through additional skill sets in mechanical, electrical and instrumentation technologies.	June 2024	PBr	
Consider Opportunities in Staff Cross-Training for Succession Planning and Organizational Resilience	As Needed	FN, PBr	
Conduct Effective Supervisory Practices Workshop for New and Existing Supervisors	December 2023	FN	

# FY 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2023-2024 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.

2023-2024 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Use recent pump station inventory to develop list of critical spare parts and/or equipment and include in budget	June 2024	PBr	
Conduct annual emergency operations training including spill response	December 2023	PBr, JH	
Update sections of Sewer System Management Plan (SSMP) to respond to SSMP Audit and comply with new SSSWDR	December 2023	SM, PBr	
Maintain and implement COVID-19 Prevention Plan	Ongoing	FN	
Install new generator (for backup power) at LS 30	October 2024	PhB, PBr	
Install new generator (for backup power) at 1111 Andersen	December 2023	PBr	

# FY 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2023-2024 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

**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.

2023-2024 BUSINESS PLAN OBJECTIVES

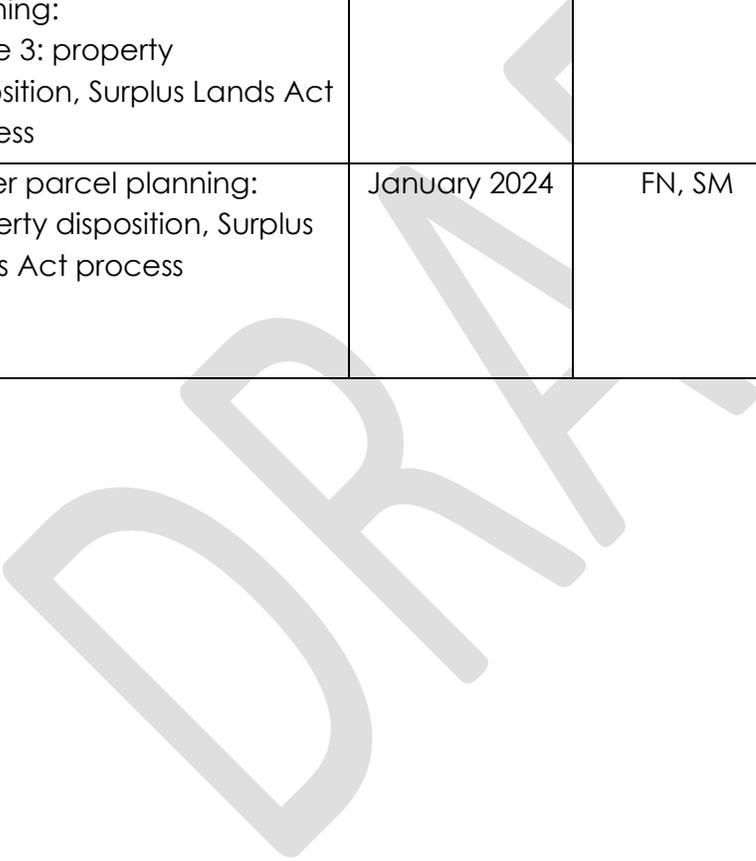
OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Increase credit rating from AA to AA+	June 2024	FN, SM	
Conduct five-year sewer rate study and Prop 218 public process for adoption	June 2024	FN, SM	
Provide annual updates to the Board and implement funding plan for pension and OPEB liabilities	April 2024	FN, SM	
Modify budget structure to be able to apply for GFOA Distinguished Budget Award	June 2024	FN	
Consider adopting a two-year budget cycle	May 2024	FN	

# FY 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2023-2024 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Larkspur Landing parcel planning: Phase 2 (cont.): property disposition, coordination with lengthened City of Larkspur General Plan process	September 2023	FN, SM	
Larkspur Landing parcel planning: Phase 3: property disposition, Surplus Lands Act process	June 2024	FN, SM	
Kerner parcel planning: property disposition, Surplus Lands Act process	January 2024	FN, SM	



# FY 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2023-2024 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.

2023-2024 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Document asset management activities in Annual Metrics and Capital Reports	Metrics: Nov 2023, Capital: Dec 2023	PF, PhB, PBr, SM	
Implementation of the capital projects in Table 29 of the FY24 Budget: Design and Construction	Construction of New Projects in Fall-Winter 2023, Design in Fall-Winter, Construction Spring 2024	SM, PhB	
Integrate Infrastructure Asset Management Plan (IAMP) highest risk assets into capital projects and in house repair program	September 2023: Design of 2023/24 Gravity Sewer Improvements and LS30 Heather Gardens	PhB, PF, PBr	

# FY 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2023-2024 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
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 2023	PF	
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	
Implement work order system for inspections staff to conduct manhole observations and record important data	July 2023	PBr, PhB, PF	
Use dye test data from code enforcement initiative to map lateral connections	Ongoing	PBr	
Develop work order system for inspections staff for manhole restoration associated with paving projects and automate follow-up line cleaning work orders	November 2023	PBr, PF	

# FY 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2023-2024 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

**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.

2023-2024 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
1111 Andersen Facility – relocation of operations	September 2023	FN, PBr	
1111 Andersen Facility – construction of site improvements	January 2024	FN, PBr, PhB	
Include all preventative maintenance tasks in CMMS related to the pump station asset inventory	June 2024	PBr, PF	
Explore expanded functionality of “trusted system” to include permit forms and inspection workflows; create web-based customer service portal for application intake	January 2024	FN	
Integrate ArcGIS/InfoAsset data for field access to property (“lateral”) records	August 2023	FN, PF	

# FY 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2023-2024 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Establish capital project closeout process for essential records including digitization of records	December 2023	PhB	

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# FY 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2023-2024 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.

2023-2024 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Optimize regular use of recycled water from CMSA	Ongoing	PBr, SM	
Evaluate non-potable recycled water distribution from CMSA to 1111 Andersen for sewer cleaning and site irrigation	June 2024	SM, PhB, PBr	
Review energy use at pump stations and identify opportunities for efficiency	January 2024	PhB, PF, SM	
Evaluate options for carbon tracking implementation, in coordination with national water/wastewater standards	June 2024	PhB, SM	
Stabilize sewers at creek crossings and remove sewers from streambeds where feasible (e.g., Woodland Creek Crossings project)	February 2024	PhB, SM	

# FY 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2023-2024 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Include gravity sewer and force main improvements in tidally influenced groundwater zones in upcoming capital projects (e.g., force main replacement for LS31 and LS32 in Riviera Circle)	February 2024	PhB, SM	
Update Solar Feasibility Study at 1111 Andersen	March 2024	PBr, PhB	

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# FY 2023-2024 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2023-2024 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

## RESPONSIBLE PERSON INITIALS KEY:

SM – Steve Moore

FN- Felicia Newhouse

PBr – Paul Bruemmer

PhB – Phil Benedetti

PF – Patrick Filipelli

JH – Josh Hill

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