

# 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	Nov-Jan campaign complete Mar-Jun campaign active
Implement Cost Recovery Program for assisting JPA and other local agencies with various short-term tasks	As Needed	PBr/SM	Larkspur storm drain CCTV work complete
Implement Mutual Aid Agreement with JPA and other Marin County Sanitary Districts	As Needed	PBr	Ongoing
Coordinate Lateral Program with Town/City/County paving projects	As Needed	PhB	Ongoing
LAFCO MSR recommendations follow-up: annexation of San Quentin Village from Marin County if encroachment issue can be resolved	June 2023	FN/SM	Draft Annexation Agreement and Draft Resolution Transmitted to County 7/25/22

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

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

Objective	Date	Responsible Person	Status to Date
Meet with County Roads Dept. on a regular basis to address concerns related to Routine Maintenance Operations	Quarterly	PBr	PBr met with County staff periodically, meetings no longer necessary
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 June 2023 for following	PBr/PF/ PhB/SM	Met with all 3 Fire Depts. Vegetation Removal Complete at Seven (7) Easements, Two more in June 2023
RWQCB Coordination for Rescission of 2013 CDO	March 2023	SM	No update
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	Favorable permit conditions were in 5/10/2023 NPDES Reissuance (Only \$15 Million in Gravity Sewer Projects required over 4 years) but not removed from permit. Appealed to State Water Board and held in abeyance. Appeal makes enforcement of permit conditions more onerous for Water Board, and maintains the legal record of our opposition begun in 2017.
Ad hoc committee on public education and outreach	As Needed	SM	Met Sept 2022

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<b>Objective</b>	<b>Date</b>	<b>Responsible Person</b>	<b>Status to Date</b>
Code Enforcement Initiative – Assign compliance officer duties and analyze smoke testing results and prioritize for outreach	May 2023	SM/PhB/FN	PBr initiated Lateral Enforcement Program based on faulty lateral connections identified by Condition Assessment through dye tests. Over 50 letters sent and about 50% have been repaired at property owner expense.

# 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	Safety Committee reformed with Josh Hill in the lead. Monthly meetings.
Leadership Initiative to encourage a high performing culture based on positive behaviors	September 2022 Annual Review, Ongoing	SM/FN	Ongoing weekly behaviors discussed by staff at all meetings. Managers trade off weekly insights for Calendar Year. Leadership Board scores re-set at one-year anniversary.

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Competency-based training for collection system workers, supervisors, and inspectors. SOP updates for new equipment.	December 2022	PBr	Fall 2022 - Trained staff on Powerpoint software for updating SOPs. Several SOPs updated by various crews and staff. 3 out of 4 Crew-Specific Overview Courses Complete, one more in June 2023.
Increase capabilities of the pump station crew through additional skill sets in mechanical, electrical and instrumentation technologies.	June 2023	PBr	Electrical training provided Fall 2022. Cross training provided to new hires and on-call staff on recurring basis.

## 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

Objective	Date	Responsible Person	Status to Date
Participate in Multi-agency PG&E power outage planning	Monthly during Wet Season	PBr	No longer happening. PG&E notifies us directly of planned outages.
Maintain and implement COVID-19 Exposure Control Plan	Ongoing	FN	Plan updated as Prevention Plan in Jan 2023 according to Cal OSHA non emergency standards
Replace aging generators (for backup power) at PS 24, PS 25, and PS 14	October 2022	PhB/PBr	Generator installed PS14, supply chain delay until June 2023 for PS24, 25
Ensure backup power (generator capacity) at 1111 Andersen	December 2022	PBr	Installation planned Fall 2023

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

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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

##### 2022/23 Business Plan Objectives

Objective	Date	Responsible Person	Status to Date
Increase Credit Rating from AA to AA+	June 2023	FN/SM	No update
Implement Funding Plan for Pension and OPEB liabilities – annual updates	April 2023	FN/SM	Pension unfunded liability addressed through CEPPT fund increase
Larkspur Landing parcel planning: 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	On hold pending Larkspur General Plan and Housing Element update
Larkspur Landing parcel planning: Phase 3: property disposition, Surplus Lands Act process	June 2023	FN/SM	On hold pending Larkspur General Plan and Housing Element update

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Kerner parcel planning: property disposition, Surplus Lands Act process	January 2023	FN/SM	On hold pending completion of site improvements/security fencing at 1111 Andersen (currently estimated Winter 2023)
Review and Upgrade Flow Meters at CMSA to ensure accurate treatment fees	January 2023	SM/PBr	SD2 and SRSD upgrading meters

## 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 – 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

Objective	Date	Responsible Person	Status to Date
Document Asset Management Activities in Annual Metrics and Capital Reports	Metrics: Nov 2022, Capital: Dec 2022	PF/PhB/ PBr/SM	Metrics Report updated Oct 2022, Capital Report updated Dec 2022
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	Update complete January 2023, posted on website and transmitted to Regional Water Board, no comments received
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	FY 22/23 Gravity Sewer Project construction completed April 2023, 100% design of LS 20, 31, 32 completed May 2023, 100% design of Woodland Capacity Improvements completed Apr 2023

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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	PhB, PBr	Ongoing
Refine line maintenance frequency based on condition assessment	Draft Plan Nov. 2022, Implement April 2023	PBr	Plan completed. Lines reviewed, frequencies modified as needed.
Pump Station Asset Inventory into InfoAsset for Improved Work Order system	January 2023	PBr	Inventory Complete November 2022, working on various asset updates
Supervisor Review Function into InfoAsset for Improved Prioritization for Field Work and Improved SSO Prevention	September 2023	PBr	Implemented July 2022

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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*

#### 2022/23 Business Plan Objectives

Objective	Date	Responsible Person	Status to Date
1111 Andersen Facility Tenant Lease Agreement – Update to Include First Floor Entry for RVSD Board Meeting Room	August 2022	FN	Updated July 2022
1111 Andersen Facility Upgrades – Design, Construction, Relocation	January 2023	FN	Design completed, Construction began August 2022, estimated completion June 2023
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	In progress but delayed with clerk departure
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	In progress, but delayed with clerk departure
Implement Caselle Software for Financial, Payroll and Timekeeping System	March 2023	FN/CS	Completed April 2023

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Evaluate Feasibility of Moving Up Monthly Financial Reports By One Month	September 2022	FN/CS	Completed July 2022
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**ROSS VALLEY SANITARY DISTRICT**  
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*FY 2022/23 Objectives by Effective Utility Management (EUM) Attribute*

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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*

**2022/23 Business Plan Objectives**

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Optimize regular use of recycled water from CMSA	Ongoing	PBr/SM	On track to recycle 350,000 gallons this year (200,000 gal. in six months). Reduced from 636,080 gallons in drought yr. FY 2021-22
Improve recycled water permitting system with CMSA, updating 1989 order from Regional Water Board	October 2022	SM	No update
Evaluate nonpotable recycled water distribution from CMSA to 1111 Andersen for sewer cleaning and site irrigation	March 2023	SM/PhB/PBr	Postponed until completion of remodeling project.
Solar Feasibility Study at 1111 Andersen	October 2022	PBr/PhB	Presentation to Board of Options, Nov 16, 2022. Carport option conflict with PGE easement. Rooftop option only provides half of building needs. Postponed to later phase of remodeling project.

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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