

**ROSS VALLEY SANITARY DISTRICT**

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STAFF REPORT

For the Meeting of June 19, 2024

June 7, 2024

To: Board of Directors

From: Steve Moore, P.E., General Manager

Subject: **Consideration of Adopting the Fiscal Year 2024/25 Business Plan**

Summary

This report is presented to the Board in consideration of adopting the Fiscal Year 2024/25 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 a means to evaluate performance of RVSD management and staff.

At the regular meeting in July 2023, the District Board appointed Director Kelly and Director Meigs to serve on the Ad Hoc Business Plan Committee. The Committee met on February 1, 2024 to review progress on its implementation. On June 11, 2024, the Ad Hoc Committee members met with General Manager Moore to provide direction on the draft FY 2024/25 Business Plan. They reviewed the current FY 2023/24 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 or are otherwise ongoing, 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:

Customer Service, Stakeholder Understanding and Support

Employee and Leadership Development

Enterprise Resiliency

Financial Viability/Sustainability

Infrastructure Stability and Product Quality (Wastewater Conveyance)

Operational Optimization

Water Resources and Community Sustainability

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 2024/25 Business Plan:

Customer Service, Stakeholder Understanding and Support

- PS14 (Larkspur) Ribbon Cutting Ceremony, marking completion of 2013 CDO Projects
- 1111 Andersen Ribbon Cutting Ceremony, marking consolidation of District operations

Enterprise Resiliency

- Update sections of Sewer System Management Plan (SSMP) to respond to SSMP Audit and comply with new SSSWDR
- Maintain and implement COVID-19 Prevention Plan

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

Infrastructure Stability and Product Quality (Wastewater Conveyance)

- Develop Work Order System for Inspections Staff for Manhole Restoration associated with Paving Projects and Automate Follow-up Line Cleaning Work Orders

- 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

Operational Optimization

- 1111 Andersen Facility Upgrades – Relocation of Operations
- Establish Capital Project Closeout Process for Essential Records including Digitization of Records

Water Resources and Community Sustainability

- Evaluate Options for Carbon Tracking Implementation, in Coordination with national water/wastewater standards (*wastewater opportunities for significant carbon tracking are limited to and focused on treatment systems*)
- Solar Feasibility Study at 1111 Andersen (*delayed until roof needs to be replaced*)
- Evaluate nonpotable recycled water distribution from CMSA to 1111 Andersen for sewer cleaning and site irrigation (*delayed until CMSA improves recycled water facilities*)

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

Customer Service, Stakeholder Understanding and Support

- Business Breakfasts at 1111 Andersen Board Room – Annual Outreach Events
- Easement Program – Vegetation Clearing, Access Maintenance and Property Owner Coordination
- Code Enforcement Initiative – Follow-up letters and actions for lateral connection defects or smoke testing defects
- Coordinate with LAFCo for annexing/de-annexing parcels to/from District
- Combined outreach with JPA Members and other Marin sanitary districts on Sewer PSAs– Cable TV, YouTube, Brochures, Handouts

Employee and Leadership Development

- Update Five-Year MOU with Represented Employees

- Increase capabilities of the pump station crew through additional skill sets in mechanical, electrical and instrumentation technologies
- Conduct Effective Supervisory Practices Workshop for New and Existing Supervisors
- 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
- Install new generator (for backup power) at LS 30 (Heather Gardens)
- Install new generator (for backup power) at 1111 Andersen

Financial Viability/Sustainability

- Consider adopting a two-year budget cycle
- 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

Infrastructure Stability and Product Quality (Wastewater Conveyance)

- Use Dye Test Data from Code Enforcement Initiative to Map Lateral Connections
- Integrate Infrastructure Asset Management Plan (IAMP) highest risk assets into capital projects and in house repair program

Operational Optimization

- 1111 Andersen Facility – Completion of Site Improvements
- Include All Preventative Maintenance Tasks in CMMS related to the Pump Station Asset Inventory
- Integrate ArcGIS/InfoAsset data for field access to property ("lateral") records

Water Resources and Community Sustainability

- Review Energy Use at Pump Stations and Identify Opportunities for Efficiency
 - Stabilize sewers at creek crossings and remove sewers from streambeds where feasible
 - 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)
-

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

Customer Service, Stakeholder Understanding and Support

- Participate in Discussions Related to Consolidation with JPA partner agencies
- Renew the District's Transparency Certificate of Excellence

Employee and Leadership Development

- Review and update District Personnel Policies for Board approval

Enterprise Resiliency

- Conduct Sewer System Management Plan (SSMP) Audit
- Update SSMP (August 2025)
- Apply for CSRMA 2024 workers' comp excellence award

Financial Viability/Sustainability

- Increase Credit Rating from AA to AA+, Consider Re-funding Bonds
- Review and update District Financial Policies for Board approval

Operational Optimization

- Explore permit tracking system solution for permit forms and inspection workflows with web-based customer service portal for application intake

Ongoing and As-Needed Objectives

Some objectives such as implementing capital projects from Table 29 of the annual budget, implementing 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.

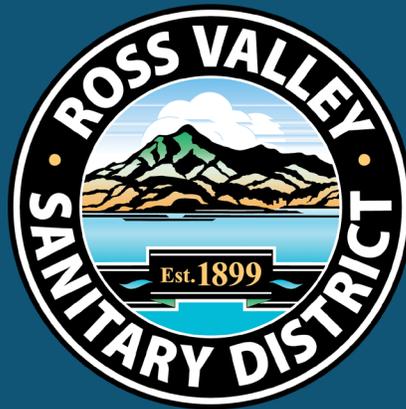
Recommendation

Adopt the District's Fiscal Year 2024/25 Business Plan.

Attachment(s):

- A) RVSD Fiscal Year 2024/25 Business Plan

FY 2024-25 BUSINESS PLAN



ROSS VALLEY
SANITARY
DISTRICT

FY 2024-2025 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2024-2025 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. **New objectives in the 2024-2025 plan are shown in blue.** 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 2024-2025 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2024-2025 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 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

2024-2025 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
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	Summer 2024 and Nov-Feb 2024-25	SM	
Participate in Discussions Related to Consolidation with JPA partner agencies	As Needed	SM, FN	
Easement Program – Vegetation Clearing, Access Maintenance and Property Owner Coordination	June 2024	PBr, JH	

FY 2024-2025 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2024-2025 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	Summer 2026	SM	
Coordinate with LAFCo for annexing/de-annexing parcels to/from District	As Needed	SM, FN	
Ad hoc committee on public education and outreach	As Needed	SM	
Business Breakfasts at 1111 Andersen Board Room – Annual Outreach Events	Feb/March 2025	FN	
Renew the District's Transparency Certificate of Excellence	February 2025	CW	

FY 2024-2025 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2024-2025 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

2024-2025 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Update Five-Year MOU with Represented Employees	July 2024	FN, SM	
Safety Committee to organize required training for information awareness, skills, and regulatory compliance	Monthly	JH, FN	
Leadership Initiative to encourage a high performing culture based on positive behaviors (CultureWise)	September 2024 Annual Review, Ongoing	SM, CW	
Competency-based training for collection system workers, supervisors, and inspectors. SOP updates for new equipment.	Ongoing	PBr, JH, KL	

FY 2024-2025 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2024-2025 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Increase capabilities of the pump station crew through additional skill sets in mechanical, electrical and instrumentation technologies.	Ongoing	PBr, KL	
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 2024	FN	
Review and update District Personnel Policies for Board approval	March 2024	FN	

FY 2024-2025 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2024-2025 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.

2024-2025 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	Fall 2024	PBr, KL	
Conduct annual emergency operations training including spill response	December 2023	PBr, JH	
Conduct Sewer System Management Plan (SSMP) Audit	August 2024	SM, PBr	
Update SSMP	August 2025	SM, PBr	
Install new generator (for backup power) at LS 30	June 2025	PhB, PBr	
Install new generator (for backup power) at 1111 Andersen	October 2024	PBr, KL	
Apply for CSRMA 2024 workers' comp excellence award	Sept 2024	JH, FN	

FY 2024-2025 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2024-2025 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

2024-2025 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Increase Credit Rating from AA to AA+, Consider Re-funding Bonds	January 2025	FN, SM	
Annual review of District Pension and OPEB liabilities	April 2024	FN, SM	
Review and update District Financial Policies for Board approval	January 2025	FN	
Consider adopting a two-year budget cycle	February 2025	FN	
Larkspur Landing parcel planning: Phase 2 (cont.): property disposition, coordination with lengthened City of Larkspur General Plan process	September 2024	FN, SM	
Larkspur Landing parcel planning: Phase 3: property disposition, Surplus Lands Act process	December 2024	FN, SM	
Kerner parcel planning: property disposition, Surplus Lands Act process	September 2024	FN, SM	

FY 2024-2025 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2024-2025 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

2024-2025 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 Budget: Design and Construction	Construction of New Projects in Fall-Winter 2024, Design in Fall-Winter, Construction Spring 2025-	SM, PhB	
Integrate Infrastructure Asset Management Plan (IAMP) highest risk assets into capital projects and in house repair program	Design of 2024/25 Gravity Sewer Improvements and LS30 Heather Gardens, Fairfax Capacity and Winship Br. Sewer	PhB, PF, PBr	

FY 2024-2025 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2024-2025 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
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	
Use Dye Test Data from Code Enforcement Initiative to Map Lateral Connections	Ongoing	PBr	

FY 2024-2025 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2024-2025 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

2024-2025 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
1111 Andersen Facility – Completion of Site Improvements	September 2024	FN, PBr, PhB	
Include All Preventative Maintenance Tasks in CMMS related to the Pump Station Asset Inventory	Fall 2024	PBr, PF, KL	
Explore permit tracking system solution for permit forms and inspection workflows with web-based customer service portal for application intake	October 2024	FN	
Integrate ArcGIS/InfoAsset data for field access to property ("lateral") records	October 2024	FN, PF	

FY 2024-2025 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2024-2025 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

2024-2025 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Optimize regular use of recycled water from CMSA	Ongoing	PBr, JH, SM	
Review Energy Use at Pump Stations and Identify Opportunities for Efficiency	January 2024	PhB, PBr, KL, PF, SM	
Stabilize sewers at creek crossings and remove sewers from streambeds where feasible	As needed	PhB, SM	
Include gravity sewer and force main improvements in tidally influenced groundwater zones in upcoming capital projects	February 2024	PhB, SM	

FY 2024-2025 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2024-2025 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

RESPONSIBLE PERSON INITIALS KEY:

SM – Steve Moore

FN- Felicia Newhouse

PBr – Paul Bruemmer

PhB – Phil Benedetti

CW – Christina Winnicki

PF – Patrick Filipelli

JH – Josh Hill

KL – Kevin Lewis