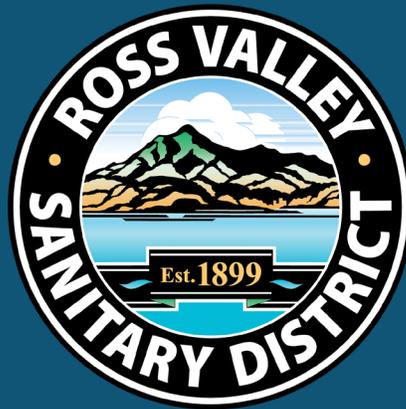


# FY 2025-26 BUSINESS PLAN



ROSS VALLEY  
SANITARY  
DISTRICT

# FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 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 2025-2026 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 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 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

**2025-2026 BUSINESS PLAN OBJECTIVES**

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Code Enforcement Initiative – Followup 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	Nov-Feb 2025-26 and Mar-May 2026	SM, CV	
Participate in Discussions Related to Consolidation with JPA partner agencies	As Needed	SM, FN	
Adopt Five-Year Update of Standard Specifications, Drawings and Approved Materials, Coordinating with other Marin Wastewater Collection Systems	September 2025	PhB	

# FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Easement Program – Vegetation Clearing, Access Maintenance and Property Owner Coordination	June 2026	PBr, JH	
Coordinate Lateral Program and Capital Program with Town/City/County paving projects	As Needed	PhB, PBr	
Participate and Provide Leadership in newly formed Association of Marin Wastewater Collection Systems	Quarterly or Semi-Annually	SM, PhB, CV	
Implement Cost Recovery Program for assisting JPA and other local agencies with various short-term tasks	As Needed	PBr, SM	
Coordinate with Regional Water Board for Rescission of 2013 CDO	Summer 2026	SM	
Coordinate with LAFCo for annexing/de-annexing parcels to/from District, including Sphere of Influence Area and Boundary with SRSD	Summer-Fall 2025	SM, FN	
Standing committee on public education and outreach	As Needed	SM	
Business Breakfasts at 1111 Andersen Board Room – Annual Outreach Events	Feb/March 2026	FN, CV	

# FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Apply for the "District of Distinction" Certificate from Special District Leadership Foundation (SDLF)	December 2025	CW	
At Kentfield Pump Station (PS15) Near Multi-Use Path, Design and Install District Interpretive Sign and Bike Repair Station	June 2026	CV, SM	

# FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 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

2025-2026 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Safety Committee to organize required training for information awareness, skills, and regulatory compliance	Monthly	JH, FN	
Program Update to The RVSD Way (Culture Wise), the leadership initiative that encourages a high performing culture based on positive behaviors	September 2025	SM, CW	
Competency-based training for collection system workers, supervisors, and inspectors. SOP updates for new equipment.	Ongoing	PBr, JH, KL	

# FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 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	
Review and update District Personnel Policies for Board approval	September 2025	FN	
Renew Joint Labor Management Committee (JLMC) meetings to foster productive relationships between union employees and management.	January 2026	FN, CW	

# FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 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.

**2025-2026 BUSINESS PLAN OBJECTIVES**

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Update Strategic Plan	June 2026	SM	
Conduct annual emergency operations training including spill response	December 2025	PBr, JH	
Update SSMP	August 2025	SM, PBr	
Install new generator (for backup power) at LS 30 Heather Gardens	June 2026	PhB, PBr	
Implement Mutual Aid Agreement with JPA and other Marin County sanitary districts	As Needed	PBr, JH	
Apply for CSRMA 2025 Workers' Compensation Excellence Award	Sept 2025	JH, CW	
Apply for CSRMA Reimbursement for Workers' Compensation and Pooled Liability Programs (Safety & Risk Control Items and Health & Wellness Items)	June 2026	CW	

# FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 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

**2025-2026 BUSINESS PLAN OBJECTIVES**

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Increase Credit Rating from AA to AA+, Consider Re-funding Bonds	January 2026	FN, SM	
Annual review of District Pension and OPEB liabilities	April 2026	FN, SM	
Closeout of Canyon Road Assessment District	April 2026	FN, SM	
Larkspur Landing parcel planning: Phase 3: property disposition, Select Developer	February 2026	FN, SM	

# FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 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

**2025-2026 BUSINESS PLAN OBJECTIVES**

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Document Asset Management Activities in Annual Metrics and Capital Reports	Metrics: Nov 2025, Capital: Dec 2025	PF, PhB, PBr, SM	
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 2025	PF, PBr, KL, PhB, SM	
Implementation of the capital projects in Table 29 of the Budget: Design and Construction	Construction of New Projects in Summer-Fall 2025, Design in Summer-Winter, Construction Spring 2026-	SM, PhB	

# FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

## FY 2025-2026 OBJECTIVES BY EFFECTIVE UTILITY MANAGEMENT (EUM) ATTRIBUTE

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Integrate Infrastructure Asset Management Plan (IAMP) highest risk assets into capital projects and in house repair program	Design of 2026/27 Gravity Sewer Improvements, Force Main Replacements and Winship Br. Sewer	PhB, PF, PBr	
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	

## 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

### 2025-2026 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Include All Preventative Maintenance Tasks in ArcGIS Indoors related to the Pump Station Asset Inventory	Fall 2025	PBr, PF, KL	
Use CMMS Spill Information, Maintenance Records, and Condition Data to Refine Line Cleaning Frequencies and Repair Priorities	January 2026	PF, PBr, JH	
Explore permit tracking system solution for permit forms and inspection workflows with web-based customer service portal for application intake	October 2025	FN, PhB	
Integrate ArcGIS/InfoAsset data for field access to property ("lateral") records	October 2025	FN, PhB, PF	
Explore Use of Artificial Intelligence (AI) and Large Language Models (LLMs) to Create Efficiency	June 2026	PhB, PF, CV	

# FY 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

FY 2025-2026 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

2025-2026 BUSINESS PLAN OBJECTIVES

OBJECTIVE	DATE	RESPONSIBLE PERSON	STATUS TO DATE
Optimize regular use of recycled water from CMSA	Ongoing	PBr, JH, SM	
Assess environmental sustainability at pump stations by optimizing energy use, reducing resource waste, upgrading eco-friendly infrastructure, and minimizing ecological impact	June 2026	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 2025-2026 BUSINESS PLAN

ROSS VALLEY SANITARY DISTRICT

## FY 2025-2026 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

CV – Cristina Velazquez

PF – Patrick Filipelli

JH – Josh Hill

KL – Kevin Lewis