



ROSS VALLEY SANITARY DISTRICT

Serving the Greater Ross Valley Area for Over 125 Years

1111 Andersen Drive, San Rafael, Ca 94901

Ph: 415.259.2949 www.rvsd.org

Directors: Michael Boorstein, Thomas Gaffney, Doug Kelly, Pamela Meigs, Mary Sylla

BUSINESS PLAN COMMITTEE MEETING AGENDA

February 4, 2025 – 10:00 a.m.

1111 Andersen Drive, San Rafael, 94901 - Executive Conference Room

Welcome: *The RVSD Board of Directors welcomes members of the public at its meetings in person or remotely and encourages citizen participation and input. The Board takes seriously its responsibility to be a model of civility and to safeguard the public ability to directly address the Board by providing the appropriate Board Meetings Decorum in accordance with Resolution No. 10-1378, which is posted at every Board meeting. Thank you.*

1. Call Meeting to Order
2. Approval of Agenda
3. Review of Status of Business Plan Objectives

Adjourn

Any person with a disability covered under the Americans with Disabilities Act (ADA) may receive a copy of the agenda or a copy of all the documents constituting the agenda packet prepared by the local agency or other interested person for this meeting upon request in an appropriate alternative format. Requests for mailed copies of agendas or agenda packets are valid for the calendar year in which requests are made and must be renewed annually after January 1. Any person with a disability covered under the ADA may also request a disability-related modification or accommodation, including auxiliary aids or services in order to participate in a public meeting. Please contact the office at 415.259.2949 at least ten (10) working days prior to the meeting and provide information on the assistance required.

Copies of all staff reports and documents subject to disclosure that relate to each item of business referred to on the agenda are available for public inspection at least 72 hours before each regularly scheduled Board meeting at the District Office, located at 1111 Andersen Drive, San Rafael, CA. Any documents subject to disclosure that are provided to all, or a majority of all, of the members of the Board regarding any item on this agenda after the agenda has been distributed will also be made available for inspection at the District Office during regular business hours.

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 – Followup letters and actions for lateral connection defects or smoke testing defects	Ongoing	PBr, PF	88 letters issued 53 laterals replaced 2 active permits
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	Summer campaign with Olympics completed. Fall campaign (Nov-Feb) underway.
Participate in Discussions Related to Consolidation with JPA partner agencies	As Needed	SM, FN	Staff attendance at CMSA, SRSD, and Ad Hoc Committee meetings, as needed/ongoing
Easement Program – Vegetation Clearing, Access Maintenance and Property Owner Coordination	June 2024	PBr, JH	2 easements cleared 3 clearings scheduled 3 access gates installed 1 access gate scheduled

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	County paving planned in Kentfield initiated new capital project "Palm-Mann-Cypress GSIP" in Dec 2024, added to CIP
Implement Cost Recovery Program for assisting JPA and other local agencies with various short-term tasks	As Needed	PBr, SM	No assistance requested
Implement Mutual Aid Agreement with JPA and other Marin County sanitary districts	As Needed	PBr, JH	Assistance provided to Novato San for force main repair
Coordinate with Regional Water Board for Rescission of 2013 CDO	Summer 2026	SM	Fairfax project design contract awarded
Coordinate with LAFCo for annexing/de-annexing parcels to/from District	As Needed	SM, FN	On hold until MSR completed to include sphere of influence update
Ad hoc committee on public education and outreach	As Needed	SM	Ad campaign targeting workers in District launched (Bay Area Digital Solutions), shared with committee members
Business Breakfasts at 1111 Andersen Board Room – Annual Outreach Events	Feb/March 2025	FN	On schedule
Renew the District's Transparency Certificate of Excellence	February 2025	CW	Completed November 2024

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	Completed December 2024
Safety Committee to organize required training for information awareness, skills, and regulatory compliance	Monthly	JH, FN	Meets 10x/year. New Safety Committee members appointed from each dept annually in January. Recently adopted Workplace Violence Prevention Policy (June 2024) and Emergency Action Plan (Dec 2024)

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
Leadership Initiative to encourage a high performing culture based on positive behaviors (CultureWise)	September 2024 Annual Review, Ongoing	SM, CW	Program review completed, continuing weekly fundamental insights by all employees, GM review during all staff meetings.
Competency-based training for collection system workers, supervisors, and inspectors. SOP updates for new equipment.	Ongoing	PBr, JH, KL	Updates completed for new equipment. Competency based training incorporated into Vector Training module Dec. 2024
Increase capabilities of the pump station crew through additional skill sets in mechanical, electrical and instrumentation technologies.	Ongoing	PBr, KL	In November 2024 field staff attended basic electrical training, electrical troubleshooting and preventative maintenance / 4 staff members have rotated through the pump station duties for training on PLC's, station troubleshooting and pump removal.
Consider Opportunities in Staff Cross-Training for Succession Planning and Organizational Resilience	As Needed	FN, PBr	Crew rotations completed, 8 staff members have rotated to other O&M departments for cross training and experience

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
Conduct Effective Supervisory Practices Workshop for New and Existing Supervisors	December 2024	FN	Overview meeting December 16. Workshop to commence in April 2025, in alignment with new supervisor hires
Review and update District Personnel Policies for Board approval	March 2025	FN	On schedule

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	Completed September 2024
Conduct annual emergency operations training including spill response	December 2024	PBr, JH	Completed November 29, 2024
Conduct Sewer System Management Plan (SSMP) Audit	August 2024	SM, PBr	Audit checklist complete December 2024, working on narrative
Update SSMP	August 2025	SM, PBr	Fischer Compliance hired October 2024, Project kickoff scheduled Feb 6 2025
Install new generator (for backup power) at LS 30	June 2025	PhB, PBr	Part of Project under construction October 2024
Install new generator (for backup power) at 1111 Andersen	October 2024	PBr,KL	Under construction – project completion expected April 2025

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
Apply for CSRMA 2025 workers' comp excellence award	Sept 2024	JH, FN	Postponed to next year filing due to staff (w/c) back injury

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	Refunding of 2013, 2014, 2018 series bonds under consideration, will enable credit rating review and possible increase
Annual review of District Pension and OPEB liabilities	April 2025	FN, SM	On schedule
Review and update District Financial Policies for Board approval	January 2025	FN	On schedule
Consider adopting a two-year budget cycle	February 2025	FN	Under consideration

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
Larkspur Landing parcel planning: Phase 2 (cont.): property disposition, coordination with lengthened City of Larkspur General Plan process	September 2024	FN, SM	General plan adopted September 2024
Larkspur Landing parcel planning: Phase 3: property disposition, Surplus Lands Act process	December 2024	FN, SM	Drafted resolution declaring property surplus, November 2024. January and February 2025 board meetings planned.
Kerner parcel planning: property disposition, Surplus Lands Act process	September 2024	FN, SM	SLA process completed August 2024, Kerner property sold to ELM in December 2024

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	Completed November 2024
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	Dec 2024 update: LS 20, 31, 32 under construction. LS 30 under construction. 23/24 Gravity complete. Woodland Capacity complete. 1111 Andersen site improvements complete. (NOCs all pending as soon as February). 24/25 Gravity design complete, out to bid Dec 19. Fairfax Capacity design contract awarded Nov.

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
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	All integrated into CIP as of November 2024
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
Use Dye Test Data from Code Enforcement Initiative to Map Lateral Connections	Ongoing	PBr	37 confirmed and mapped during this period (124 laterals mapped overall)

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	Completed December 2024, NOC pending
Include All Preventative Maintenance Tasks in CMMS related to the Pump Station Asset Inventory	Fall 2024	PBr, PF, KL	Completed August 2024. Indoor GIS (Esri) recommended January 2025 to better organize preventive maintenance tasks at pump stations
Explore permit tracking system solution for permit forms and inspection workflows with web-based customer service portal for application intake	October 2024	FN	Responses to RFPs received in Dec 2024; evaluation process, including software demos in Jan/Feb 2025
Integrate ArcGIS/InfoAsset data for field access to property ("lateral") records	October 2024	FN, PF	Delayed, planned to be integrated with permit tracking system implementation

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	Ongoing
Review Energy Use at Pump Stations and Identify Opportunities for Efficiency	January 2024	PhB, PBr, KL, PF, SM	Delayed
Stabilize sewers at creek crossings and remove sewers from streambeds where feasible	As needed	PhB, SM	193 creek crossings inspections by condition assessment conducted Fall 2024. 4 creek crossings in Fairfax Capacity project in design
Include gravity sewer and force main improvements in tidally influenced groundwater zones in upcoming capital projects	February 2024	PhB, SM	24/25 Gravity sewer improvements design out to bid includes sewers on Stadium, Berens, Lancaster and McAllister in tidally influenced areas.

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