

## Ross Valley Sanitary District

### FY 2017-18 Annual Business Plan Objectives by EUM Attribute

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#### ***Stakeholder Understanding and Support Goals***

- ❖ 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 parts 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

#### ***2017-18 Business Plan Objectives***

- Develop I&I reduction targets with CMSA for WWTP and Collection Systems
- Review and update the 1979 CMSA JPA Agreement
- LAFCO MSR Recommendations Follow Up: RVSD boundary update, annexations of Murray Park and San Quentin Village from Marin County
- RWQCB outreach, request to update the 2013 Cease and Desist requirements.

#### ***Customer Service 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

#### ***2017-18 Business Plan Objectives***

- Continue Communications Program development, launch new RVSD web portal
- Initiate outreach to MMWD to evaluate feasibility of converting high volume commercial accounts to smart meters, for both water and wastewater billing.

#### ***Employee and Leadership Development 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

## FY 2017-18 Annual Business Plan Goals and Objectives

- ❖ Ensure staffing resources/skills appropriately aligned with level of service objectives
- ❖ Maintain effective level of professional HR management services

### 2017-18 Business Plan Objectives

- Complete Comprehensive Update of RVSD Human Resources Policies, and Employee Handbook.
- Implement competency-based training and certification program for Pump Station operators
- Implement competency-based training and certification for Collection System Workers

### **Enterprise Resiliency 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.

### 2017-18 Business Plan Objectives

- Conduct IT Security Review by Outside Specialist, verify compliance with CSRMA Best Practices
- Update 2016 CSRMA Risk Management Survey, Continue Implementation of Recommendations

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

- ❖ Utilize best practices of public utility financial planning.
- ❖ Maintain an annually updated five-year financials forecast.
- ❖ Manage utility rates to ensure predictable, smooth trends in rates.
- ❖ Maintain strong bond credit rating and seek the lowest cost of capital borrowing.
- ❖ Track and adequately fund long-term pension and OPEB liabilities.

### 2017-18 Business Plan Objectives

- Issuance of \$25M Bond for capital projects financing
- Negotiate new labor contract with AFSCME, for expiring 2015-18 contract
- Update Connection Fee Ordinance to Set Fees for Accessory Dwelling Units
- Complete new connection fee study and approve new connection fees
- Update SRF loan target projects and long-term capital financing strategy
- Pension and OPEB Liabilities Forecast and Funding Plan

## FY 2017-18 Annual Business Plan Goals and Objectives

- Evaluate financial impacts of CMSA's 10 Year CIP Update
- Larkspur Landing Parcel Planning: Remediation and Asset Disposal Alternatives

### ***Infrastructure Strategy/Performance***

- ❖ 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 AM and leverage efficiency gains in resource requirements

#### 2017-18 Business Plan Objectives

- Updated Five Year Infrastructure Assets Management Plan
- Implementation of the capital projects in Schedule 10 of the Budget (\$25M in construction)
- Replace 900 laterals per year through Ord 66 triggers, target incentives for paving projects, high I&I basins, and condition based enforcement
- Update Ord 66 (private sewer laterals), consolidate interim updates and lessons-learned
- Smoke Testing of 9 miles of large diameter trunk lines and critical I&I basins
- Condition Assessment completed for manholes within the 100 yr. flood plain, and begin rehabilitation/replacement as needed
- Develop monthly Flow monitoring and Reporting for 5 major pump stations, SmartCover network.
- Kerner Administrative Building long term upgraded plan initiated

### ***Operational Optimization 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

#### 2017-18 Business Plan Objectives

- Gravity Sewer Line Cleaning Model Update, 100% of pipes have verified cleaning frequency assigned.
- Continue SharePoint platform development for business process tools (lateral grants, loans, inspections) and enterprise-wide document management.
- Complete Recruitment of 2 CSW's and 1 new Admin Specialist
- Evaluation of Field Operations Base relocation from Larkspur Landing to CMSA WWTP

## FY 2017-18 Annual Business Plan Goals and Objectives

- Continue development of quarterly and annual RVSD metrics and benchmarking plan

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

- ❖ 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

### 2017-18 Business Plan Objectives

- Begin regular use of Recycled Water from CMSA for sewer maintenance vehicles