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MANAGEMENT TEAM
 General Manager, Vacant
 Plant Operations, Mel Liebmann
 Collections/Safety/Maintenance, Greg Pease
 Engineering, Michael P. Cortez
 Administrative Services, Dale McDonald

DISTRICT BOARD
 Megan Clark
 Ronald Ford
 Craig K. Murray
 Judy Schriebman
 Crystal J. Yezman

The Mission of the Las Gallinas Valley Sanitary District is to protect public health and the environment by providing effective wastewater collection, treatment, and recycling services.

SPECIAL BOARD MEETING AGENDA

JUNE 6, 2022

**In accordance with Government Code Section 54956
 Judy Schriebman, Board President, has called for a Special Meeting**

LOCATION OF SPECIAL MEETING

**LAS GALLINAS VALLEY SANITARY DISTRICT
 PLANT BOARDROOM
 300 SMITH RANCH ROAD
 SAN RAFAEL, CA. 94903**

**MATERIALS RELATED TO ITEMS ON THIS AGENDA ARE AVAILABLE FOR
 PUBLIC INSPECTION ON THE DISTRICT WEBSITE WWW.LGVSD.ORG
 NOTE: Final board action may be taken on any matter appearing on the Agenda**

Estimated
Time

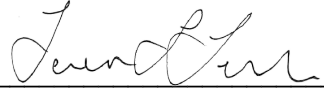
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|----------------|---|
| 8:45 AM | CONTINENTAL BREAKFAST |
| | OPEN SESSION: |
| 9:00 AM | 1. PUBLIC COMMENT
This portion of the meeting is reserved for persons desiring to address the Board on matters not on the agenda and within the jurisdiction of the Las Gallinas Valley Sanitary District. Presentations are generally limited to <u>three minutes</u> . All matters requiring a response will be referred to staff for reply in writing and/or placed on a future meeting agenda. Please contact the General Manager before the meeting. |
| 9:05 AM | 2. STRATEGIC PLAN WORKSHOP
Brent Ives from BHI Consulting, the Board and staff will review and update the Strategic Plan Document. |
| 3:00 PM | 3. ADJOURNMENT |

FUTURE BOARD MEETING DATES: JUNE 7, JUNE 14 AND JUNE 16TH, 2022

AGENDA APPROVED:	Judy Schriebman, Board President	David Byers, Legal Counsel
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CERTIFICATION: I, Teresa Lerch, District Secretary of the Las Gallinas Valley Sanitary District, hereby declare under penalty of perjury that on or before June 3, 2022 9:00 AM. I posted the Agenda for the Board Meeting of said Board to be held June 6, 2022 , at the District Plant Boardroom, located at 300 Smith Ranch Road, San Rafael, CA.

DATED: June 2, 2022



Teresa L. Lerch
District Secretary

The Board of the Las Gallinas Valley Sanitary District meets regularly on the First and Third Thursday of each month. The District may also schedule additional special meetings for the purpose of completing unfinished business and/or study session. Regular meetings are held at the District Office, 101 Lucas Valley Road, Suite 300, San Rafael, CA. 94903

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the District at (415) 472-1734 at least 24 hours prior to the meeting. Notification prior to the meeting will enable the District to make reasonable accommodation to help ensure accessibility to this meeting.

AGENDA ITEM 1

6/6/2022

PUBLIC COMMENT

This portion of the meeting is reserved for persons desiring to address the Board on matters not on the agenda and within the jurisdiction of the Las Gallinas Valley Sanitary District. Presentations are generally limited to three minutes. All matters requiring a response will be referred to staff for reply in writing and/or placed on a future meeting agenda. Please contact the General Manager before the meeting.



Item Number 2

GM Review CD

Agenda Summary Report

To: Board of Directors
From: Chris DeGabriele, Interim General Manager
 (415) 526-1511; cdegabriele@lgvsd.org
Mtg. Date: June 6, 2022
Re: Strategic Plan Workshop
Item Type: Consent Action Information Other Workshop
Standard Contract: Yes No (See attached) Not Applicable .

STAFF RECOMMENDATION

Review the draft 2020-2025 Strategic Plan (attached) and hold a workshop with facilitator Brent Ives of BHI Consulting to update as needed.

BACKGROUND

The Board established new strategic initiatives in 2019 listed below:

1. Improve Operational Efficiency
2. Establish Beneficial Use of Biosolids
3. Improve Operational Resilience
4. Conduct Organizational Review
5. Develop Asset Management System
6. Improve Facility Use, Access and Planning

The draft Strategic Plan document was updated in the spring of 2021, but was not adopted. At that time staff worked with Regional Governmental Services (RGS) to develop the attached draft Strategic Plan. The draft Strategic Plan was reformatted from prior versions to include explicit clarification regarding the concepts of strategic initiatives, tactical goals, and the District’s vision statement. Strategic initiatives are intended to be overarching objectives which are incrementally attained through pursuit of associated tactical goals. The tactical goals are shorter lived than strategic initiatives and, therefore, are intended to be defined annually during the 5-year planning period. Subsequently, through the FY 20/21 budget approval and prior General Manager Performance Review processes, both 2020 and 2021 tactical goals as listed within the draft Strategic Plan were approved, but are now outdated.

BHI has had an opportunity to interview individual Board members to gain insight on ideas and desires for the District in the next 5 years and what will be necessary to carry out these desires. This workshop is an opportunity to hopefully congeal these desires and ideas for the District.

PREVIOUS BOARD ACTION

On April 1, 2021, the Board received the draft 2020-2025 Strategic Plan and provided input to staff. A subsequent discussion was held at the June 3, 2021 regular Board Meeting. A scheduled Strategic Plan workshop for November 8, 2021 was cancelled.



ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT

N/A



2020-2025 Strategic Plan

MarchMay, 2021



**Come take a wastewater treatment plant tour
or visit our wildlife water reclamation area.**

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DIRECTORY OF OFFICIALS

GOVERNING BOARD OF DIRECTORS

Crystal Yezman, 2021 President
Megan Clark, 2021 Vice President
Craig Murray, Director
Rabi Elias, Director
Judy Schriebman, Director

DISTRICT MANAGEMENT

Mike Prinz, P.E., General Manager
Michael Cortez, P.E., District Engineer
Mel Liebmann, Plant Manager
Dale McDonald, Administrative Services Manager
Greg Pease, Collection System/Safety Manager

CONSULTANT

Chris Sliz, Regional Government Services (RGS)



INTRODUCTION

A Strategic Plan is a top level planning document for an organization to set clear direction over all strategic and tactical aspects of its mission. Upon adoption, it serves as a framework for decision making over a five-year period.

This Strategic Plan (Plan) update incorporates an assessment of the present state of Las Gallinas Valley Sanitary District (District) operations. Its development required gathering and analyzing information; goal setting; and making decisions for the future. The Plan seeks to strengthen and build upon opportunities while addressing areas of concern.

DEFINITIONS

1. **Mission Statement:** A declaration of the organization's purpose and ultimately why the organization exists. Ideally, all activities of the District should be in support of the Mission Statement.
2. **Vision Statement:** A time-dependent statement that articulates how the District intends to change and grow over the term of the Plan.
3. **Commitments to the Community:** Commitments that reflect what we value when faced with options and alternatives for our future. We use these as decision filters each time we make decisions as a District.
4. **Strategic Initiatives:** Broad areas of emphasis that are anticipated to last as long (or longer than) the strategic planning period, subject to Board review.
5. **Tactical Goals:** Specific activities or targets that address changes the District is pursuing. These are updated annually. Day-to-day actions and projects that are routinely part of District operations are not included in the Strategic Plan.

The Board is responsible for establishing the strategic direction for the organization by identifying key strategic initiatives.

PLAN DEVELOPMENT AND ON-GOING PLANNING PROCESS

The Board conducted Strategic Planning Workshops, facilitated by RGS, on May 21, June 27, and August 28, 2019, and held budget workshops on April 17, and April 27, 2020, during which tactical goals were discussed. The Board also discussed 2020 and 2021

tactical goals when it conducted General Manager performance evaluations in May and December, 2020. The General Manager meets with District Managers periodically throughout the year to delegate, develop, and track status of all tactical goals. The 2020-2025 Plan was developed with support from RGS.

A key part of an enduring Strategic Planning process is to conduct a periodic/annual review and update of the Plan. These reviews allow for maintenance of the Plan so that it reflects the actual progress, current operational conditions and needs of the District. As a result, this Strategic Plan focuses on specific District goals rather than day-to-day operations.

The Board is responsible for establishing the strategic direction for the organization by identifying key strategic initiatives. District staff is responsible for the operational implementation of the tactical goals that will lead to the fulfillment of the strategic initiatives.

MISSION STATEMENT, VISION STATEMENT, COMMUNITY COMMITMENTS

Our Mission

The Mission of the Las Gallinas Valley Sanitary District is to protect public health and our environment, by providing effective wastewater collection, treatment, and recycling services.

Our 2020-2025 Vision (PROPOSED)

Strengthen the District utilizing practical operations and staffing ~~models-standards~~ that focus on efficiency, optimization of resources, resilience, and organizational health.

Our Commitments to the Community (Previously referenced as 'Vision Statement')

Recognizing that sanitation and wastewater treatment is vital to protecting the public health, the District will:

- manage our treatment and collection systems in a planned and sustainable way to reduce impact on natural resources;
- strive for zero spills;
- meet or exceed regulatory requirements for treatment (effluent, emissions and biosolids);
- strive toward beneficial recycling of wastewater, biosolids and other resources using safe and effective processes and systems to achieve our zero waste vision;
- collaborate with neighboring agencies to achieve efficiencies for the public;

- cooperate with stakeholders to leverage opportunities for protecting the bay and regional water resources;
- maintain a safe, high quality workplace to promote a sustainable, motivated, long-term and cohesive workforce;
- increase public education, participation, acceptance and understanding of what we do;
- responsibly manage the refuse franchise;
- consider climate change, sea level rise and flooding when developing and designing ~~new~~ projects;
- provide high quality customer service; (moved from past “Core Values” statement) and
- use public funds responsibly (Moved from past “Core Values” statement)

STRATEGIC INITIATIVES

Strategic Initiatives represent the vital areas of the District’s operation, planning, and management over the next five years. Strategic Initiatives are defined by the Board of Directors and set overall areas of focus for the current strategic planning period, 2020-2025.

The 2020-2025 Strategic Initiatives are, in prioritized order:

1. Improve Operational Efficiency

The District consumes a wide range of material, supplies, staff time, and energy as a result of normal operations. Developing a greater understanding of the use patterns and quantities of each will allow the District to operate more efficiently, ~~effectively getting the same job done with less cost.~~

2. Establish Beneficial Use of Biosolids

Biosolids are a residual material normally generated through the wastewater treatment and solids digestion process. Biosolids generated by the District are not currently utilized for a beneficial purpose, however District biosolids are a resource that can be used to support agriculture in the District’s reclamation area and/or utilized in a compost operation.

3. Improve Operational Resilience

All utility systems encounter changes that affect continuity of operations, whether they are related to infrastructure failures, disasters, operational emergencies, or material

supply problems. The District can improve operational resilience by anticipating changes and preparing for them in advance.

4. Conduct Organizational Review

The organization of the District has undergone changes over the past several years for a variety of reasons and it will likely continue to change just as most organizations do. Understanding how the organization is changing and what administrative responses are appropriate is necessary in order to keep the District Team operating at its best.

5. Develop Asset Management System

The District's operational systems are comprised of interwoven webs of assets – infrastructure components and equipment - that must interact, be tracked, operated and maintained in a coordinated way to ensure efficient and reliable operations. Developing and maintaining an asset management system is necessary to achieve an optimum level of coordination for minimizing costs and maximizing value. ~~— and optimization of the total cost of asset ownership and ratepayer value is the result.~~

6. Improve Facility Use, Access and Planning

The District owns and operates numerous facilities at various locations throughout the District. ~~Some~~ Some of ~~which these~~ may not be used to their fullest potential due to long range planning challenges and deferred access improvements. Improvements are being pursued on some of the facilities owned by the District. In some situations, access improvements require coordination with other agencies and/or property owners.

TACTICAL GOAL STATUS

Because of the many ongoing challenges presented by COVID, many of the tactical goals listed below could be deferred or modified if necessary.

The tactical goals, and their status, are not individually prioritized. Future year tactical goals will be established and added to the Strategic Plan annually.

Strategic Initiative One: Improve Operational Efficiency

Tactical Goals 2019-2020	Status
1. Expand recycled water facility and continue construction of secondary process infrastructure	In Process
2. Initiate Large Integrated energy Audit (LIA) through PG&E	Completed
3. Issue RFP for Financial System Upgrade and start implementation – goal is to develop FY 21-22 budget on new platform	Moved to FY 20-21, in progress
4. Issue RFP for on-call engineering contract	Completed
5. Start training of collections/maintenance staff regarding operations and maintenance of pump stations under WWTP operations staff responsibility	Completed

Tactical Goals 2021	Status
1. Issue RFP for Financial Systems Upgrade and start implementation. Goal to develop 21-22 budget on new platform	In progress Completed
2. Pursue the use of work plans as a performance management tool development through with OE3	Pending
3. Determine Define most needed measurement criteria most needed to determine operational effectiveness metrics	Pending
4. Train managers and staff on use of new financial system	Pending
5. Obtain direction from Kennedy Jenks regarding optimal electrical power monitoring locations at plant	Pending
6. Invite bids for next on call construction contract	Pending
7. Report to Board regarding LIA findings to-date	Pending
8. Initiate Irrigation Equipment Evaluation	Pending
9. Establish housekeeping zones at plant	Complete
10. Document easement/facility condition review process	Pending
11. Propose streamlined performance evaluation form	Pending
12. Administrative clean up: a. Improved billing SOPs b. Streamline warrant list processing/Board review c. Improve bank account organization/management	In progress

d. Review RGS Evaluation of Finance Management, Operations and internal controls and prioritize recommended changes	
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Strategic Initiative Two: Establish Beneficial Use of Biosolids

Tactical Goals 2019-2020	Status
1. Determine LGVSD capacity for class B land application of biosolids in the reclamation area	Complete
2. Review and finalize Reclamation Biosolids Land Application Capacity Report	Complete
3. Augment consultant contract to start to investigate compost facility feasibility	In Process

Tactical Goals 2021	Status
1. Complete compost feasibility report	Pending
2. Initiate land application permit process	Complete
3. Establish MOU/LOI with Marin County Sanitary Districts	Pending
4. Conduct dewatering cost/benefit analysis	Pending
5. Conduct compost market survey	Pending
6. Establish plan for compost pilot project if feasible	Pending
7. Issue RFP for exclusive right to negotiate with potential 3 rd party biosolids land application operators	Pending
8. Establish exclusive right to negotiate and target operational agreement execution for 2022	Pending

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Strategic Initiative Three: Improve Operational Resilience

Tactical Goals 2019-2020	Status
1. Replenish hand tool inventory	Complete
2. Establish tool management system	Complete
3. Investigate partnering with CMSA and NSD for safety program management	Complete
4. Investigate participation in CALWARN	Complete
5. Investigate buying vs. renting generators for pump stations without them	Complete
6. Review and propose enhanced weekend staffing plans	Complete
7. Implement fire detection for Plant admin building	Complete
8. Hire HR Services Consultant	Complete

Tactical Goals 2021	Status
1. Hire consultant to develop ongoing ICS training program	In progress
2. Obtain satellite phone system and establish training	In progress
3. Establish maintenance division within Collections	In progress
4. Establish Environmental Compliance department	In progress
5. Conduct official lighting study	Pending
6. Improve facility lighting at known areas of deficiency	In progress
7. Determine ways to improve internet access to 300 Smith Ranch Road	Pending
8. Contract with firm to conduct cyber security assessment of all District networks	Pending
9. Upgrade fencing and gates at various facilities with focus on pump stations	Pending
10. Evaluate which one-time opportunities from the Business Risk and Vulnerability (BRVA) should be pursued, which should be pursued independently, and which should be tied to the LIA	In progress
11. Review reserve policy and propose modifications as appropriate	In progress
12. Clarify/consolidate O/M contingency accounts	In progress
13. Clarify/consolidate CIP contingency accounts	In progress
14. Investigate development of staff wellness program	Pending
15. Update emergency response plan, incorporating communicable disease response plan	Pending
16. Investigate partnering with Marin County Parks regarding recreational component of reclamation operations	Pending
17. Create Environmentally Sustainable Operations, Maintenance and Materials Policy	Pending
18. Finish Flow Equalization Basin Design	Pending
19. Establish DOC process/roles	Pending

20. Conduct first DOC Drill	Pending
21. Procure next round of vehicle replacements	Pending
22. Evaluate reclamation safety issues	In progress
23. Evaluate viability of RNG system – on site and off site fueling	In progress
24. Evaluate and establish Mulligan PS-Pump Station winter setpoints (if appropriate)	Done
25. Review and update COVID-19 CPP / SPP as needed	Done

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Strategic Initiative Four: Conduct Organizational Review

Tactical Goals 2019-2020	Status
1. Complete core functions (Organizational Analysis) study	Continued
2. Hold Organizational Analysis study workshop	COVID Delay
3. Review/revise Board policies as requested by Board	Continued

Tactical Goals 2021	Status
1. Finalize Strategic Plan Document	In-Process
2. Conduct biannual Board retreats – December and July	COVID Delay
3. Complete classification and compensation study	Done
4. Develop job descriptions and set salaries for new positions	Done In progress
5. Implement personnel policy revisions	In progress
6. Establish new labor and management contracts	In progress
7. Review COVID SSPP and revise as needed.	In progress
8.7. Evaluate electrical safety training augmentation needs	In progress

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Strategic Initiative Five: Develop Asset Management System

Tactical Goals 2019-2020	Status
1. Develop 5+ year CIP budget template	In Process
2. Continue development of Master Plan	In Process
3. Establish Fleet Replacement Fund (FRF)	In Process
4. Confirm asset management software platform prior to potential expansion of CityWorks	Complete
5. Initiate creation of an LGVSD Design Document Archive	Complete

Tactical Goals 2021	Status
1. Develop 5+ year CIP budget template	Continue
2. Continue development of Master Plan Phase II	Continue
3. Evaluate the need for asset management related training for staff	Pending
4. Review Fleet Replacement Fund calculations and adjust as needed.	Pending
5. Hire consultant to assist with CityWorks implementation	Task 1 of 4: complete
6. Start migration of Antero data into CityWorks	Pending
7. Load secondary treatment asset data into CityWorks	Pending
8. Evaluate CityWorks module procurement budget needs	Pending
9. Conduct CityWorks training for all operational staff and select additional staff	Pending
10. Start establishing CityWorks work order process	Pending

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Strategic Initiative Six: Improve Facility Use, Access and Planning

Tactical Goals 2019-2020	Status
1. Discuss Smith Ranch Road safety concerns with City of San Rafael	Done
2. Complete administrative building site evaluation study	Done
3. Initiate discussions for property acquisition if required	Done
4. Repair reclamation storage building roof	Done
5. Complete flow equalization basin siting analysis	In progress
6. Modify existing administrative building <ul style="list-style-type: none"> a. Augment locker room Square footage b. Relocate Operator Control Room c. Relocate Collections meeting area d. Rehabilitate older locker room area 	Complete Complete Complete P ending

Tactical Goals 2021	Status
1. Establish conceptual elevation views for admin building at existing admin building site for comparison with prior work	Complete
2. Finalize admin building site selection	Pending
3. Issue RFP for Admin Building Design and establish contract with design consultant	Pending
4. Initiate Admin Building Design	Pending
5. Modify existing administrative building: rehabilitate older locker room area	Pending
6. Establish material storage area in reclamation area	In progress
7. Assess needs for increasing protected mobile equipment and materials storage areas	Pending
8. Pursue satellite staging area in collection system	Pending
9. Improve functionality of existing plant shop area	In progress
10. Expand and surface reclamation storage building perimeter area and upgrade fencing	In progress
11. Identify and remedy missing, unhistorized data – primarily for pump stations	Pending
12. Identify and map all known, inaccessible forcemain and ARV locations.	Pending

Other Objectives

2021	Status
1. Support wastewater operations' start up and operational familiarization with the Biowheel process.	In progress
2. Initiate commercial and multi-family lateral inspection process and ordinance revision	Pending
3. Complete 2-year rate study and Proposition 218 notice. a. Preview MMWD 2020 water use data for input into rate study	In progress Complete
4. Conduct FY20 audit and Comprehensive Annual Financial Report and present to Board	Pending Complete
5. Investigate potential partnering with St. Vincent's regarding recycled water supply and biosolids disposal	complete In progress Complete
<u>6.</u> <u>Report to Board on potential partnering with St. Vincent's.</u>	Pending
6.7. Establish Maintenance Division Budget	In progress
7.8. Establish Environmental Compliance Division Budget	In progress Pending
8.9. Work with R3/MSS regarding <u>SenateBill</u> 1383 Ordinance	Pending

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GLOSSARY OF TERMS AND ACRONYMS

The following list of abbreviations and acronyms used in this document are defined below.

<u>ACRONYM</u>	<u>FULL NAME</u>	<u>DEFINITION</u>
<u>CALWARN</u>	<u>California Water/Wastewater Agency Network</u>	<u>A network that supports and promotes statewide emergency preparedness, disaster response and mutual assistance processes for water and wastewater utilities</u>
<u>ARV</u>	<u>Air Release Valves</u>	<u>Used to resolve air entrapment issues</u>
<u>CIP</u>	<u>Capital Improvement Plan</u>	<u>A short-range plan, usually four to ten years, which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan.</u>
<u>CMSA</u>	<u>Central Marin Sanitation Agency</u>	<u>A water resource recovery facility in Marin County</u>
<u>CPP</u>	<u>COVID-19 Prevention Program</u>	<u>A program designed to control exposures to the SARS-CoV-2 virus that may occur in the workplace.</u>
<u>CSRMA</u>	<u>California Sanitation Risk Management Association</u>	<u>A joint powers authority which provides broad coverage and risk management services to its members who are primarily local government agencies that provide water and wastewater services.</u>
<u>DOC</u>	<u>Dissolved Organic Carbon</u>	<u>A measurement of the amount of organic matter in water that can be passed through a filter</u>
<u>I&I</u>	<u>Infiltration and Inflow</u>	<u>Infiltration is groundwater entering sanitary sewers through defective pipe joints and broken pipes. Inflow is water entering sanitary sewers from inappropriate connections such as roof drains, cellar drains, and yard drains.</u>
<u>ICS</u>	<u>Incident Command System</u>	<u>A standardized approach to emergency control, command and response providing a common hierarchy that allows multiple agencies to work together</u>
<u>LAFCO</u>	<u>Local Area Formation Commission</u>	<u>Political subdivisions of the State of California and provide regional growth management services in overseeing the formation and development of local governmental agencies in all 58 counties</u>
<u>LIA</u>	<u>Large Integrated Audit</u>	<u>Service available to large PG&E customers with goal to reduce energy costs and consumption, and/or Greenhouse Gas [GHG] reduction.</u>
<u>MGD</u>	<u>Million Gallons per Day</u>	<u>Measurement unit used for calculating volume of wastewater treated at the plant.</u>
<u>MMWD</u>	<u>Marin Municipal Water District</u>	<u>Water agency for Marin County serving areas south of Ignacio.</u>

<u>ACRONYM</u>	<u>FULL NAME</u>	<u>DEFINITION</u>
<u>MOU</u>	<u>Memorandum of Understanding</u>	<u>An agreement between two or more parties outlined in a formal document.</u>
<u>MSS</u>	<u>Marin Sanitary Service</u>	<u>A company providing recycle, compost, and garbage servies to areas in Marin county.</u>
<u>NBWRA</u>	<u>North Bay Water Reuse Authority</u>	<u>A coordinated regional group of water and sanitation agencies in Sonoma, Marin, and Napa Counties to offset portable water demand by promoting water reuse for agriculture, urban, and environmental uses.</u>
<u>NMWD</u>	<u>North Marin Water District</u>	<u>Water agency for Marin County serving areas north of Ignacio and some coastal communities.</u>
<u>NSD</u>	<u>Napa Sanitation District</u>	<u>An agency that provides wastewater treatment and disposal services.</u>
<u>O/M O&M</u>	<u>Operations and Maintenance</u>	<u>The functions, duties and labor associated with the daily operations and normal repairs, replacement of parts and structural components, and other activities needed to preserve an asset so that it continues to provide acceptable services and achieves its expected life.</u>
<u>OE3</u>	<u>Operating Engineers Local 3</u>	<u>The Union representing District employees.</u>
<u>R3</u>	<u>R3 Consulting Group</u>	<u>Company that assists municipal clients with identifying challenges, evaluating alternatives, and implementing cost-effective, environmentally-sound, and community-friendly solid waste solutions.</u>
<u>RFP</u>	<u>Request for Proposals</u>	<u>A public announcement requesting bids for contractors to provide a service or goods</u>
<u>RNG</u>	<u>Renewable Natural Gas</u>	<u>Biodegradable fuel created from natural materials such as food, manure, and plant/animal waste</u>
<u>SCADA</u>	<u>Supervisory Control and Data Acquisition Systems</u>	<u>A type of industrial control system. Industrial control systems are computer-controlled systems that monitor and control industrial processes that exist in the physical world</u>
<u>SOP</u>	<u>Standard Operating Procedures</u>	<u>A set of written guidelines or instructions for the completion of a routine task, designed to increase performance, improve efficiency, and ensure quality through systemic homogenization.</u>
<u>SSMP</u>	<u>Sewer System Management Plan</u>	<u>A report that documents a program to properly operate and maintain a sanitary sewer system.</u>
<u>SSPP</u>	<u>Site-Specific Protection Plan</u>	<u>A plan designed per worksite to educate and train employees on how to limit the spread of COVID-19, including how to screen themselves for symptoms and stay home if they have them.</u>

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