



CENTRAL MARIN SANITATION AGENCY



Business Plan Final Report

Fiscal Year 2021 – 2022



Agency's Mission, Vision, and Values



MISSION

MISSION

WHAT THE AGENCY DOES

Central Marin Sanitation Agency protects the environment and public health and is integral to the community by providing wastewater, environmental, and resource recovery services.



VISION

VISION

WHERE THE AGENCY WANTS TO BE IN THE FUTURE

Central Marin Sanitation Agency will be a forward-thinking organization by providing innovative and effective wastewater services, capturing and utilizing renewable resources, and implementing sustainable solutions for an enhanced quality of life.



VALUES

VALUES

KEY STATEMENTS THAT DESCRIBE THE IDEALS OF THE AGENCY

CMSA values...

- Continuous regulatory compliance to protect the environment.
 - Sound financial practices.
 - Effective asset management.
 - A safe and healthy workplace.
 - Creating job satisfaction within a diverse workforce.
 - Engaging public outreach and educational programs.
 - Leadership, partnerships, teamwork, and collaboration.
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GOAL ONE	CMSA will effectively operate and maintain its treatment facilities in compliance with changing regulations.		
Objective 1.1	Maintain high performance of the treatment facility's operational processes		
Action:	Comply with all Agency regulatory requirements	COMPLETE	Achieved 100 percent compliance with all Agency permit requirements.
Action:	Receive the National Association of Clean Water Agencies (NACWA) Gold Award	COMPLETE	Application submitted in April 2022 and award received in August 2022.
Action:	Submit a report of waste discharge for the Agency's 2022 NPDES permit reissuance	COMPLETE	Our project team worked with a regulatory consultant to prepare the report that was submitted to the RWQCB in April 2022.
Objective 1.2	Manage the Agency's equipment and assets consistent with CIP and maintenance programs		
Action:	Perform top-end maintenance on 750 KW cogeneration engine	COMPLETE	Top-end maintenance was performed in early 2022.
Action:	Complete aeration basin gates rehabilitation	ONGOING	Five replacement gates were installed in FY22, and two replacement gates were procured and are currently being installed.
Action:	Biosolids hopper evaluation	ONGOING	Repair implementation plan is being prepared to correct the identified hopper structural deficiencies.
Action:	Install emergency generator connection and HVAC system at main switchgear	DELAYED	Main switchgear emergency generator connection was installed in summer 2021 and the HVAC system will be installed in summer 2022.
Objective 1.3	Deliver critical and high priority Agency capital projects		
Action:	Begin construction of rehabilitation of secondary clarifiers 1 and 4	COMPLETE	Project design was completed, a contractor was selected, and construction began in May 2022.
Action:	Complete cogeneration system installation project	ONGOING	The vast majority of the project construction was completed, and completion of the few remaining items is pending PG&E Interconnection Approval.
Action:	Complete replacement of Administration roof	COMPLETE	Project was completed in the fall of 2021.
Action:	Construct RAS pump installation project	COMPLETE	Project was completed in the spring of 2022.

GOAL TWO	CMSA will continually improve financial management practices to ensure transparency, financial sustainability, and sound fiscal principles.		
Objective 2.1	Regularly evaluate existing fiscal practices and procedures and develop new procedures as necessary		
Action:	Prepare remaining procedures for the new financial system	ONGOING	Financial system procedures are being prepared and will be finalized by December 2022.
Action:	Utilize the financial system to reduce reliance on separately maintained spreadsheets	ONGOING	Financial system is being utilized in lieu of spreadsheets, and project numbers for capital assets and payroll will be in full use by September 2022.
Action:	Document detailed budget development process	COMPLETE	2-Year budget worksheet templates with instructions were developed.
Objective 2.2	Use financial system Project Accounting for capital and maintenance projects		
Action:	Train staff on use of project accounting	DELAYED	Project accounting will be developed this summer and staff training will be completed by September 2022.
Objective 2.3	Prepare transparent financial documents		
Action:	Prepare the Agency's FY22-FY23 budget document in the Government Finance Officers Association (GFOA) format and submit to the GFOA for review	COMPLETE	Award application was submitted to the GFOA and the award was received in December 2021.
Action:	Prepare the Agency's Annual Comprehensive Financial Report (ACFR), and submit to the GFOA for review	COMPLETE	Award application was submitted to the GFOA in December 2021, and is being reviewed by GFOA.
Action:	Prepare the Agency's Popular Annual Financial Report (PAFR), and submit to the GFOA for review	COMPLETE	Award application was submitted to the GFOA in December 2021, and is being reviewed by GFOA.
Objective 2.4	Evaluate options to reduce unfunded pension liability		
Action:	Issue Pension Obligation Bonds	COMPLETE	Closed transaction in April 2022.
Action:	Establish a 115 Trust	COMPLETE	Board approved in April 2022, and a Trust was established with Keenan.
Action:	Make additional contribution to CalPERS	COMPLETE	UAL funding completed in April 2022.

GOAL THREE	CMSA will further develop resource recovery opportunities to achieve community, environmental, and economic benefits.		
Objective 3.1	Implement steps to enhance the Agency power delivery program		
Action:	Obtain a Permission-to-Operate the new Cogeneration system from PG&E	ONGOING	Most PG&E Interconnection review/testing tasks have been completed and final Permission-to-Operate is expected by July 2022.
Action:	Receive MCE Power Purchase Agreement commercial operating date	DELAYED	To be completed as soon as PG&E Permission-to-Operate is received.
Action:	Develop and execute a long-term service agreement for Jenbacher engine	COMPLETE	Agreement was developed, approved by the Board, and then executed in May 2022.
Action:	Receive new external digester feedstocks and monitor digester health	ONGOING	New feedstocks from Republic Services were tested and SBWMA feedstocks are being received.
Action:	Design and begin construction of the FOG Storage and Biogas Treatment Upgrades Project	ONGOING	90 percent design was completed, and the remaining design and construction will be completed in FY23.
Objective 3.2	Increase the Agency's energy efficiency through implementation of the Power Monitoring Program		
Action:	Complete an in-house channel air blower study and implement any beneficial findings	ONGOING	Work is in progress and will be completed by the end of June 2022.
Action:	Select future equipment/area to perform Energy Efficiency studies	COMPLETE	Organic Waste Receiving Station area was selected for study in FY23.
Action:	Develop and monitor baseline KPI's for power delivery	ONGOING	Work is in progress and will be completed by the end of June 2022.
Objective 3.3	Evaluate Sentry System to understand whether it provides an early warning for digester upsets		
Action:	Review Sentry Data from the Pilot Digester Study	COMPLETE	Review of the Sentry data was completed and presented at the Annual CWEA conference in April 2022.
Action:	Operate Sentry System on the Anaerobic Digesters	ONGOING	Sentry units are being operated on both anaerobic digesters.
Action:	Evaluate and decide on long-term Sentry Lease/Purchase Plan	COMPLETE	Sentry units were purchased in December 2021.

GOAL FOUR	CMSA will be a leader and/or an active participant in collaborative efforts to address industry and community challenges and opportunities.		
Objective 4.1	Collaborate with stakeholders on programs to comply with CALRecycle's regulations on diverting organics from landfills		
Action:	Serve as the Bay Area Biosolids Coalition lead agency	COMPLETE	CMSA served as Lead Agency and monitored BABC activities.
Action:	Participate in Las Gallinas Valley Sanitary District land application evaluation	ONGOING	LGVSD completed and distributed a biosolids land application report, and later decided to evaluate a LGVSD specific composting facility. This decision may change after the hiring of their new GM.
Action:	Support Marin Sanitary Service's Organic Recovery Program expansion	ONGOING	MSS gave a presentation at the February 2022 Board meeting on the planned expansion of their F2E program to comply with SB 1382 landfill organic diversion requirements. A revised F2E Agreement is in development.
Objective 4.2	Promote interagency coordination of projects and initiatives		
Action:	Expand CMSA's existing recycled water use program	ONGOING	CMSA has requested RWB authorization to deliver recycled water for sewer line flushing from the headwork's fill station and a new station at the SQJB site, and to remove the DO requirement from the CCT fill station to allow for additional uses. The RWB has acknowledged receiving the request and has not provided any direction or made any decisions.
Action:	Support SD2 Master Plan activities	COMPLETE	SD2 Master Plan support activities were completed.
Action:	Support RVSD with the transition/annexation of SQVSMD	DELAYED	On hold pending direction from RVSD/County.
Action:	Construct the San Quentin Pump Station Generator and Exhaust Fan Upgrades	ONGOING	Generator and APS were installed, and the new exhaust fan system construction is almost complete.
Objective 4.3	Initiate a Tertiary Recycled Water Predesign Study		
Action:	Select recycled water consultant	COMPLETE	Kennedy Jenks and Carollo were selected.
Action:	Analyze effluent water quality data	COMPLETE	Data review was completed by the consultants and used in the reports.
Action:	Prepare a Tertiary Predesign Report	COMPLETE	Truck Fill Station Predesign and DPR Evaluation reports were completed and presented to the Board in the spring of 2022.

GOAL FIVE	CMSA will attract and retain high quality employees by engaging staff, fostering professional development, valuing diversity, and promoting a culture of safety.		
Objective 5.1	Educate employees on Agency benefits		
Action:	Provide Employee Assistance Program presentations	COMPLETE	Online webinars are emailed to staff monthly and a virtual presentation on mental health was held in May 2022.
Action:	Schedule an onsite retirement consultant to discuss investment funds and options	COMPLETE	Consultants from Mission Square and Nationwide were onsite in February 2022.
Objective 5.2	Promote a culture of leadership and professional growth to attract and develop qualified and skilled employees		
Action:	Evaluate and implement existing departmental succession planning documents	COMPLETE	All known staff retirements and separations have been accounted and planned for.
Action:	Evaluate and implement training and development options	ONGOING	Existing operation and maintenance training strategies are being reviewed regarding generational learning styles, then departmental development checklists will be updated accordingly, and staff will be trained using the new documents in FY23.
Objective 5.3	Enhance employee work culture		
Action:	Hold an Agency barbeque and holiday party	COMPLETE	Holiday party held in December and BBQ for a retiring employee was held in May 2022.
Action:	Submit applications for industry awards	COMPLETE	CWEA award applications were submitted, and several regional and start awards were received.
Action:	Conduct an employee benefit survey	COMPLETE	Survey was conducted in March 2022.
Action:	Optimize the utility of the electronic bulletin board system	ONGOING	Survey regarding the bulletin board performance was completed in May 2022, and survey results are being evaluated.
Objective 5.4	Maintain a safe and secure work environment		
Action:	Install additional audible/visual evacuation alarms	ONGOING	Evaluation of additional evacuation alarms is ongoing.
Action:	Install a weld shop articulating fume collector vent	COMPLETE	Fume collector vent system was installed and is in use.
Action:	Install a stationary boot dryer in women's locker room	COMPLETE	Boot dryer was installed.

GOAL SIX	CMSA will expand its use of technology to improve communication and processes, and strengthen system integrity.		
Objective 6.1	Improve communication of internal messages		
Action:	Explore acquisition and use of Smart Boards	COMPLETE	Evaluation of Smart Boards was completed and were not purchased due to high cost/low benefit.
Action:	Review use of Outlook calendars for best practices	DELAYED	This will be completed in FY23.
Objective 6.2	Improve Agency documents and file management		
Action:	Review, purge, archive and organize documents in shared drive	ONGOING	Document review and organization is ongoing and targeting completion by fall 2022.
Action:	Audit and update all Agency forms and ensure file paths are correct	ONGOING	Audit is ongoing and targeting completion by fall 2022.
Action:	Review Records Retention policy	COMPLETE	Policy was reviewed and revised.
Action:	Utilize electronic devices for O&M field operations	ONGOING	Tablets were issued to staff and paperless daily facility rounds and monitoring has been implemented. Installation of QR codes on assets is about 70 percent complete.
Objective 6.3	Improve communication security and reliability		
Action:	Establish mobile device management (MDM) for Agency tablets	COMPLETE	MDM was successfully established.
Action:	Establish and train users on secure password management practices	COMPLETE	Key Pass system is in place and staff was trained.
Action:	Install a receiver at hilltop repeater site to increase coverage for portable radios	COMPLETE	Hilltop receiver was installed and is working well.
Action:	Improve WIFI access on Agency property	ONGOING	Facility walkthrough identified coverage dead spots, and cabling for enhanced WIFI coverage and access is being installed.
Objective 6.4	To manage risk, reduce or eliminate single points of failure		
Action:	Establish human redundancy for Information Technology support and repairs	COMPLETE	Progent was retained for back-up IT support services.
Action:	Augment human redundancy for Operation Technology support and repairs	ONGOING	Staff is currently searching for qualified OT support providers.