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## CENTRAL MARIN SANITATION AGENCY



## Business Plan

Fiscal Year 2025 - 2026

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Board Approved 7/22/2025





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## Agency's Mission, Vision, and Values

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### MISSION

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##### 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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## AGENCY GOALS

### ▲ GOAL ONE

### ▲ GOAL TWO

### ▲ GOAL THREE

### ▲ GOAL FOUR

### ▲ GOAL FIVE

### ▲ GOAL SIX



## 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 a: Comply with all Agency regulatory requirements
- Action b: Receive the National Association of Clean Water Agencies (NACWA) Platinum Award
- Action c: Review and assess unstaffed graveyard shift facility operations

### ***Objective 1.2 Manage the Agency's equipment and assets consistent with CIP and maintenance programs***

- Action a: Design and construct upgrades to the Laboratory DI water system
- Action b: Finish the Chlorine Contact Tank Deck and Wall Coating Project
- Action c: Replace the Solids Handling Building elevator controls
- Action d: Perform high-priority electrical conduit rehabilitation tasks
- Action e: Re-inspect the Switchgear and Headworks MCC, and make any necessary repairs
- Action f: Coat the three biosolids hoppers

### ***Objective 1.3 Deliver critical and high priority Agency capital projects***

- Action a: Complete the Nutrient Removal Alternatives Evaluation & Facilities Plan Project and begin pre-design
- Action b: Begin the Grit Washers Project construction
- Action c: Begin Dewatering System Replacement Project construction
- Action d: Replace the emergency generator controls

## AGENCY GOALS

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▲ **GOAL TWO**

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### 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 a: Explore added functionality of Tyler financial software for contract & employee benefit tracking
- Action b: Develop accounting policies guide in alignment with GASB statements
- Action c: Draft investment procedure for investments managed in trust for debt agreements

**Objective 2.2** *Further develop financial system functions for improved efficiency*

- Action a: Evaluate banking services relationship for potentially new or added services
- Action b: Develop risk control matrix for internal control process narratives

**Objective 2.3** *Prepare transparent financial documents*

- Action a: Prepare the Agency's FY26 & FY27 budget document in the Government Finance Officers Association (GFOA) format and submit to the GFOA for review
- Action b: Prepare the Agency's Annual Comprehensive Financial Report (ACFR), and submit to the GFOA for review
- Action c: Prepare the Agency's Popular Annual Financial Report (PAFR), and submit to the GFOA for review

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### 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 a: While receiving new external digester feedstocks from MSS and Republic Services, monitor digester health and quantify increased ammonia loading
- Action b: Optimize operation of organic waste receiving facilities, anaerobic digesters, biogas storage, and cogeneration system, to consistently be energy positive

#### ***Objective 3.2 Increase the Agency's energy efficiency through implementation of the Power Monitoring Program***

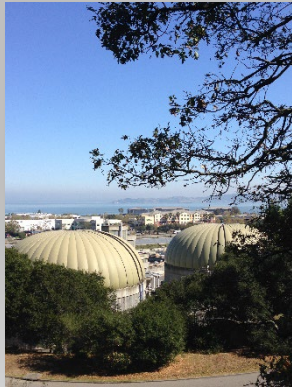
- Action a: Evaluate the proposed nutrient removal alternatives for energy consumption
- Action b: Determine if the nutrient removal facilities will need a new switchgear or require upgrades to the existing switchgear

#### ***Objective 3.3 Evaluate treatment processes to determined opportunities for efficiency, reliability and quality improvements***

- Action a: Complete Primary Clarifier 1 baffle system dry weather performance study
- Action b: Complete Sentry Loading Study for influent and aeration tank organic loading monitoring
- Action c: Install primary clarifier level and solids sensors and automate primary clarifier sludge collectors
- Action d: Install outfall valve box telemetry communication system
- Action e: Evaluate headworks screening spray water system improvements

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### 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 a: Monitor Bay Area Biosolids Coalition activities
- Action b: Support Marin Sanitary Service's Organic Recovery Program expansion

***Objective 4.2 Promote interagency coordination of projects and initiatives***

- Action a: Support SRSD service contract development
- Action b: Monitor MMWD water supply decisions, and engage in discussions if expanding recycled water use is considered
- Action c: Install Ross Valley Interceptor flow meter
- Action d: Support JPA Agencies with SSO monitoring and sample analysis
- Action e: Serve as North Bay Watershed Association Treasurer
- Action f: Assist SD2 with Paradise Pump Station rehabilitation
- Action g: Identify viable options to continue hydrogen peroxide dosing at the Ross Valley Interceptor
- Action h: Support SQVSMD and SQRC transition of services to RVSD
- Action i: Participate in the Lystek Facility Feasibility Study with the Marin wastewater agencies

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### 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 a: Provide Employee Assistance Program presentations
- Action b: Provide annual Agency new employee onboarding training
- Action c: Provide annual Agency employee education on 457(b)/401(a)/HRA retirement programs

#### ***Objective 5.2 Promote a culture of leadership and professional growth to attract and develop qualified and skilled employees***

- Action a: Evaluate and implement existing departmental succession planning documents
- Action b: Hire retired annuitants to train and develop new employees
- Action c: Managers to prepare a list of essential functions for each job classification
- Action d: Establish employee AI committee and develop an Agency AI roadmap

#### ***Objective 5.3 Enhance employee work culture***

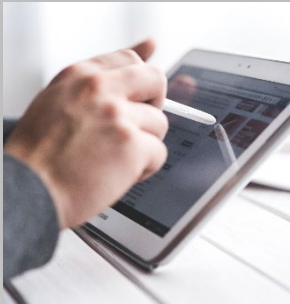
- Action a: Hold an Agency summer barbecue, holiday party, and safety program recognition event
- Action b: Submit applications for industry awards, and recognize award winners

#### ***Objective 5.4 Engage employees in the administration of the Agency's deferred compensation programs***

- Action a: Establish an Agency Deferred Compensation committee
- Action b: Develop Committee Charter, Investment/Education Policies, Administrative Procedures, Summary Plan Descriptions, and Fee Disclosures for governing the programs
- Action c: Develop annual financial statements for the programs
- Action d: Assess the need for fiduciary liability insurance coverage
- Action e: Engage a retirement financial consultant

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### GOAL SIX

**CMSA will expand its use of technology to improve communication and processes and strengthen system integrity.**

#### ***Objective 6.1 Improve Agency documents and internal communications***

- Action a: Select a new Agency website provider
- Action b: Scan and archive historic engineering files
- Action c: Engineering to lead an engineering drawing/plan reading seminar for O&M staff

#### ***Objective 6.2 Improve communication security and reliability***

- Action a: Replace Administration Building UPS system
- Action b: Establish Modbus communications with all Rotork motor operated valves
- Action c: Replace Agency card access security system

#### ***Objective 6.3 To manage risk, reduce or eliminate single points of failure***

- Action a: Information Systems Administrator to attend Cybersecurity Training
- Action b: Continue Programmable Logic Controller support training plan for Electrical/Instrumentation staff
- Action c: Continue cross training Environmental Services Analysts in Laboratory functions
- Action d: Prepare an administrative procedure to detail the process to set-up and change vendor master file information

**CENTRAL MARIN SANITATION AGENCY**

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