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CENTRAL MARIN SANITATION AGENCY



**CMSA Business Plan**

FY 2018 - 2019

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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 will protect the environment and public health by providing wastewater, environmental, and resource recovery services of exceptional quality and value to its customers.



## VISION

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#### WHERE THE AGENCY WANTS TO BE IN THE FUTURE

Central Marin Sanitation Agency will be an industry leader by providing innovative, efficient, and sustainable wastewater services, capturing and utilizing renewable resources, and delivering renewable power.



## VALUES

### VALUES

#### KEY STATEMENTS THAT DESCRIBE THE IDEALS OF THE AGENCY

CMSA values...

- Consistent and continuous regulatory compliance to protect San Francisco Bay.
  - Sound financial practices to safeguard the Agency's assets.
  - Effective asset management through appropriate short- and long-term planning and sustainable practices.
  - A safe and healthy workplace for its employees and stakeholders.
  - Professional growth, teamwork, and job satisfaction within a diverse workforce.
  - Quality public outreach and education to promote environmental stewardship.
  - Partnerships which further common water quality and resource recovery interests.
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## AGENCY GOALS

### ▲ GOAL ONE

### ▲ GOAL TWO

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## GOAL ONE

**CMSA will continue to operate and maintain its wastewater facilities to produce high quality effluent and biosolids, within a changing regulatory environment.**

### ***Objective 1.1 Maintain the high performance of the treatment facility's operational processes***

Action: Comply with all Agency regulatory requirements

Action: Apply for the National Association of Clean Water Agencies (NACWA) Gold Award

Action: Prepare an automation and process instrumentation study

Action: Conduct Ferric Chloride and Sodium Bisulfite use optimization studies

### ***Objective 1.2 Develop and implement strategies to meet changing regulatory requirements***

Action: Review, update, and implement CMSA's Enforcement Response Plan

Action: Develop and implement an NPDES Permit Compliance schedule

Action: Develop and implement a local limit assessment review

Action: Review, update, and implement CMSA's Sewer Use Ordinance

### ***Objective 1.3 Manage the Agency's assets***

Action: Hire a consultant to evaluate the Asset Management Program and recommend improvements

Action: Construct high-priority Agency paving improvements

Action: Perform a major overhaul of the cogeneration engine

Action: Repair the landslides on the Andersen Drive hillside

### ***Objective 1.4 Deliver Projects from the Agency Facilities Master Plan***

Action: Conduct an Influent Flow Meter Alternatives Study

Action: Repair the epoxy coatings in the Chemical Storage Facility

Action: Design and construct the Process Tank Crack Repair Project

Action: Replace the Primary Clarifier hydraulic gate units

Action: Begin the design phase of the Secondary Clarifier Rehabilitation Project

## AGENCY GOALS

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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 develop new procedures as necessary***

- Action: Manage and review monthly transactions to ensure a clean FY 18-19 audit
- Action: Provide Agency staff with quarterly refresher training on financial procedures for purchase orders, travel reports, timesheets, and invoice authorization
- Action: Evaluate banking services for possible service improvements
- Action: Review and update the Business Continuity Plan’s essential vendors for emergencies

***Objective 2.2 Evaluate financial software replacement alternatives***

- Action: Perform an internal financial software needs assessment
- Action: Hire a consultant with expertise in financial software applications for public agencies
- Action: Evaluate financial software to meet the needs assessment findings
- Action: Prepare a proposed financial system recommendation for Board consideration

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

- Action: Prepare the Agency’s Budget document in the Government Finance Officers Association (GFOA) format and submit to the GFOA for review
- Action: Prepare quarterly budget reports for the Board of Commissioners
- Action: Prepare the Agency’s Comprehensive Annual Financial Report (CAFR), and submit to the GFOA for review
- Action: Prepare the Agency’s Popular Annual Financial Report (PAFR), and submit to the GFOA for review

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### **GOAL TWO, continued**

**CMSA will continually improve financial management practices to ensure transparency, financial sustainability, and sound fiscal principles.**

#### ***Objective 2.4 Plan and prepare for a Bond issuance in FY 20***

- Action: Update the 10-Year CIP to identify projects to be included in a debt issuance, and determine when funds will be required
- Action: Convene the Finance Committee to review the debt issuance schedule, projects for financing, and the financing team
- Action: Present the debt issuance plan to the CMSA Board for consideration of approval

#### ***Objective 2.5 Align asset management practices and asset inventory between Maintenance and Finance***

- Action: Reconcile financial system fixed assets for consistency with asset management system
- Action: Conform names and asset numbers for consistency
- Action: Ensure accuracy of inventory between systems
- Action: Revise and update Administrative and Financial policies and procedures

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### GOAL THREE

**CMSA will further incorporate green business principles and consider renewable resource opportunities in its short- and long-term planning.**

#### ***Objective 3.1 Implement steps to supply the Agency's extra power***

- Action: Construct facility improvements for delivering Agency power
- Action: Obtain Commercial Operations Date from PG&E
- Action: Obtain Renewable Power Certification from CEC
- Action: Identify potential organic waste sources within the region to increase biogas production

#### ***Objective 3.2 Perform a Digester Volatile Solids Loading Pilot Study***

- Action: Develop a digester VSL study plan and timeline
- Action: Engage Carollo Engineers to review the plan
- Action: Construct bench scale digesters
- Action: Conduct the Digester VSL Pilot Study
- Action: Assess the study results, prepare report, and determine feasibility for publication

#### ***Objective 3.3 Increase the Agency's energy efficiency through implementation of the Power Monitoring Program***

- Action: Identify optimum energy control mechanisms for facility equipment to achieve maximum energy efficiency and process stability
- Action: Replace lighting fixtures with high-efficiency LEDs in areas per the FY 19 plan
- Action: Conduct the Headworks Blower Efficiency Study

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### GOAL FOUR

**CMSA will lead or actively participate in collaborative efforts to address local and regional environmental opportunities and challenges.**

***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
- Action: Participate in the Bay Area Biosolids Coalition to evaluate year-round biosolids management alternatives
- Action: Verify Redwood Landfill's intention to comply with AB 1383, and determine possible impacts on Agency biosolids management

***Objective 4.2 Promote interagency coordination on capital projects***

- Action: Support rehabilitation of the Sanitary District No. 2 Fifer, Trinidad 2, and Paradise pump stations.
- Action: Support integration of the Ross Valley Sanitary District pump station telemetry to CMSA SCADA
- Action: Administer the FY 19 Capital Improvement Program for the main pump station at San Quentin State Prison
- Action: Attend the newly-formed quarterly Chief Plant Operator meetings with Marin County wastewater agencies

***Objective 4.3 Implement the updated Environmental Laboratory Accreditation Standard***

- Action: Develop a TNI compliant Quality Assurance Manual
- Action: Develop the required TNI policy requirements
- Action: Begin development of TNI compliant Standard Operating Procedures
- Action: Conduct a cost-benefit analysis of NELAC certification

***Objective 4.4 Explore opportunities for CMSA to become a service contract laboratory***

- Action: Assess laboratory analytical resources, capabilities, and staffing requirements
- Action: If assessment determines feasibility, conduct a cost-benefit analysis of providing laboratory services
- Action: If cost-benefit results are positive, develop and produce a lab brochure price list, and initiate contract laboratory services

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### GOAL FIVE

**CMSA will attract and retain high quality employees by providing a work environment that motivates staff, fosters professional development, values diversity, and promotes a culture of safety.**

#### ***Objective 5.1 Promote a culture of leadership and professional growth***

- Action: Organize and conduct informal seminars on the Agency's SBP, asset management program and inventory, and contracting and procurement policies
- Action: Institute P3 training program for Technical Services staff
- Action: Conduct Administration and Finance department cross-training
- Action: Encourage sharing of knowledge from employee training participation
- Action: Provide onsite coaching and development training for supervisors

#### ***Objective 5.2 Support efforts to attract and develop qualified and skilled employees***

- Action: Complete the succession plan for key employee classifications
- Action: Update department-specific classification progression requirements
- Action: Utilize the Agency Facebook page to feature Agency workplace culture and to promote recruitments
- Action: Evaluate developing a high school job shadowing program

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

- Action: Hold an Agency barbeque and holiday party
- Action: Submit applications for industry awards
- Action: Build a new Operations Control Room in the Administration Building
- Action: Explore further development of the Agency Wellness Program
- Action: Encourage staff participation in Agency committees and work teams



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### **GOAL FIVE, continued**

**CMSA will attract and retain high quality employees by providing a work environment that motivates staff, fosters professional development, values diversity, and promotes a culture of safety.**

#### ***Objective 5.4 Maintain a safe and secure work environment***

Action: Hire a new Safety professional

Action: Inspect the Agency's fire protection systems and make recommended improvements

Action: Replace the Agency's hazardous waste containment system

Action: Install safe access gates in Primary Clarifiers 6 and 7, CCTs 5 and 6, and Secondary Clarifiers

Action: Perform a safety culture survey

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### **GOAL SIX**

**CMSA will enhance its internal and external communications.**

***Objective 6.1 Educate employees on currently available Agency benefits***

- Action: Provide training on Agency health benefits for the open enrollment period
- Action: Coordinate 457 plan provider training on the Agency's deferred compensation programs
- Action: Prepare a benefit training schedule and begin staff trainings

***Objective 6.2 Improve Agency documents and file management***

- Action: Complete the organization of Agency department files
- Action: Audit and update all Agency forms and ensure file paths are correct
- Action: Assess Source Control Program data management systems
- Action: Create a master forms list with correlation to Agency policies
- Action: Create redundant Agency data backups to cloud storage

***Objective 6.3 Improve methods of communication***

- Action: Launch and maintain an Agency Facebook presence
- Action: Perform a comprehensive review of the Agency's website and propose changes to improve appearance, functionality, and usefulness
- Action: Improve Agency internet service via installation of fiber optic cables
- Action: Update the CMSA brochure, and produce printed and online versions