



---

CENTRAL MARIN SANITATION AGENCY



**Business Plan**  
**Final Report**

**Fiscal Year 2020 - 2021**

---

---

# Agency's Mission, Vision, and Values

---



## MISSION

### MISSION

#### 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

### VISION

#### 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.
-

<b>GOAL ONE</b>	<b>CMSA will continue to operate and maintain its wastewater facilities to produce high quality effluent and biosolids, within a changing regulatory environment.</b>		
<b>Objective 1.1</b>	<b>Maintain the high performance of the treatment facility's operational processes</b>		
Action:	Comply with all Agency regulatory requirements	COMPLETE	Achieved 100% compliance with Agency permit requirements.
Action:	Apply for the National Association of Clean Water Agencies (NACWA) Gold Award	COMPLETE	Submittal accepted 3/12/2021. Award announcement is scheduled for June 2021.
<b>Objective 1.2</b>	<b>Manage the Agency's assets</b>		
Action:	Implement the recommendations of the FY20 Asset Management Roadmap	COMPLETE	Significant improvements were made in data capture; consulted with software designer to improve modules, data reporting and Operational rounds; tablets were deployed to capture information in real time.
Action:	Complete the condition assessment of the Agency's electrical switchgear	COMPLETE	Final report summarized the current conditions and the findings of the switchgear replacement evaluation.
Action:	Design a replacement roof for the Administration Building	COMPLETE	The design was completed and construction is scheduled be completed during the summer of 2021.
Action:	Complete the process piping inspection project and develop a plan for necessary repair work	COMPLETE	The inspection was completed and a plan for future repair work has been developed and is included in the updated Capital Improvement Program.
Action:	Automate ferric injection into the digesters and install ferric flow meters for the centrifuge feed system	COMPLETE	The system has been installed and automatically doses the anaerobic digesters based on a target H2S level; ferric flow meters have been installed.
<b>Objective 1.3</b>	<b>Deliver Critical and High Priority Agency Projects</b>		
Action:	Award the Cogeneration System Installation Project and begin construction	COMPLETE	The project was awarded and construction is scheduled be completed by the end of 2021.
Action:	Award the Secondary Clarifier No. 3 Rehabilitation contract and begin work	COMPLETE	The project was awarded and construction is underway and will be completed during the summer 2021.
Action:	Design and build a new bioassay testing facility	DELAYED	This project was placed on hold as new regulatory changes may eliminate the need for a bioassay testing facility in the future.
Action:	Design and build an emergency generator connection at the main facility switchgear	ONGOING	The design was completed and construction is scheduled to begin in June 2021.

<b>GOAL TWO</b>	<b>CMSA will continually improve financial management practices to ensure transparency, financial sustainability, and sound fiscal principles.</b>		
<b>Objective 2.1</b>	<b>Regularly evaluate existing fiscal practices and develop new procedures as necessary</b>		
Action:	Follow internal control procedures to ensure a proper recording of transactions for a clean FY21 audit	COMPLETE	Annual audit was conducted and returned with no management letter comments.
Action:	Review and update the Agency's Financial Policy Manual	COMPLETE	Financial Policy Manual was updated and approved by the Board in October 2021.
Action:	Develop financial system procedures as necessary for new financial system	ONGOING	Processes are being revised to streamline procedures to reduce or eliminate spreadsheets.
<b>Objective 2.2</b>	<b>Implement the new financial software system</b>		
Action:	Install licensed financial software modules, configure, test, and go-live	COMPLETE	New system implementation was completed in spring 2021.
Action:	Set system security for position-based access for all users	COMPLETE	System security protocols were configured for each appropriate employee position.
Action:	Provide training as needed for managers, supervisors, and staff	ONGOING	Procedure documents being created, and training ongoing for staff as required.
<b>Objective 2.3</b>	<b>Prepare transparent financial documents</b>		
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	The Board reviewed the draft FY22 and FY23 budget in May 2021, and the final budget has been prepared and will be presented at the June Board meeting.
Action:	Prepare the Agency's Comprehensive Annual Financial Report (CAFR), and submit to the GFOA for review	COMPLETE	Award application was submitted to the GFOA on for consideration of award.
Action:	Prepare the Agency's Comprehensive Annual Financial Report (CAFR), and submit to the GFOA for review	COMPLETE	Award application was submitted to the GFOA on for consideration of award.
<b>Objective 2.4</b>	<b>Issue debt to fund the capital improvement program</b>		
Action:	Evaluate the types of indebtedness and funding amounts	COMPLETE	Three different rate structures were evaluated.
Action:	Collaborate with the Finance Committee to prepare a Board recommendation	COMPLETE	Board approved the issuance of \$9M in revenue bonds on 7/14/20.
Action:	Issue the debt and integrate the new debt service into the Agency's financial reports and planning documents	COMPLETE	Debt proceeds were received, requisition procedure was completed, and funds were included in the FY22-23 budget.

<b>GOAL THREE</b>	<b>CMSA will further incorporate green business principles and consider renewable resource opportunities in its short- and long-term planning.</b>		
<b>Objective 3.1</b>	<b>Implement steps to enhance the Agency power delivery program</b>		
Action A:	Prepare a new PG&E Interconnection Agreement for the new cogeneration system	COMPLETE	A new agreement was prepared and approved by the Board.
Action:	Obtain the second MCE Power Purchase Agreement (PPA) for the new cogeneration system	ONGOING	A draft PPA has been prepared and will be presented to the Board at the 6/8/2021 meeting.
Action:	Investigate islanding of the cogeneration system	COMPLETE	Islanding was successfully incorporated into the new PG&E Interconnection Agreement.
Action:	Receive new external digester feedstocks, monitor digester health, and determine if long-term contracts are viable	DELAYED	Limited quantities of organic slurry received from South Bayside Waste Management Authority; MOU was extended through FY22 due to COVID-19 delays.
Action:	Design and begin construction for additional organic waste storage infrastructure	ONGOING	The design was initiated in FY21 and construction is scheduled to be completed in FY22.
<b>Objective 3.2</b>	<b>Perform a Digester Volatile Solids Loading (VSL) Pilot Study</b>		
Action:	Complete the Digester VSL Pilot Study	COMPLETE	Phase 1 of the study was completed successfully.
Action:	Based on study results, assess the need for future phases of the study	DELAYED	The need for future phases of the study will be assessed in FY22.
Action:	Assess the study results, and prepare and submit an abstract for WEFTEC 2021	COMPLETE	An abstract of the study was submitted to WEFTEC 2021.
<b>Objective 3.3</b>	<b>Increase the Agency's energy efficiency through implementation of the Power Monitoring Program</b>		
Action:	Evaluate and potentially implement proactive maintenance alerts based on equipment energy usage data	ONGOING	Area electricity use is being tracked for anomalies; Energy Efficiency Committee to research equipment/instrumentation at the physical asset level.
Action:	Conduct in-house digester mixing study and implement beneficial findings	ONGOING	Data was collected but due to the dry winter season additional data will be collected to ensure an accurate baseline.
Action:	Develop and monitor baseline KPI's for facility areas, key equipment, and power delivery	ONGOING	Initial KPI's completed.

<b>GOAL FOUR</b>	<b>CMSA will lead or actively participate in collaborative efforts to address local and regional environmental opportunities and challenges.</b>		
<b>Objective 4.1</b>	<b>Collaborate with stakeholders on programs to comply with CALRecycle's regulations on diverting organics from landfills.</b>		
Action:	Serve as the Bay Area Biosolids Coalition lead agency	ONGOING	CMSA served as the BABC lead agency in FY21, and plans to continue that role into the foreseeable future.
Action:	Participate in the Bay Area Biosolids Coalition to evaluate year-round biosolids management alternatives	ONGOING	Over the past year, the BACC work has focused on development of new biosolids messaging materials, an updated website, and funding PFAS biosolids research.
<b>Objective 4.2</b>	<b>Promote interagency coordination of projects and initiatives</b>		
Action:	Update the Agency's Fats, Oils, and Grease (FOG) Ordinance	COMPLETE	The Ordinance was significantly revised and approved by the Board in February 2021.
Action:	Update the FOG source control agreements with local agencies	COMPLETE	SRSD's updated agreement will be presented to the Board at the 6/8/2021 meeting, and staff anticipates bringing the updated RVSD agreement to the July meeting and the SD2 agreement to a meeting in the fall.
Action:	Revise and update Sanitary District No. 2's Operations & Maintenance pump station contract	ONGOING	The contract has been revised by CMSA, and SD2 staff are working to update/revise various sections. CMSA and SD2 will meet formally once SD2 has completed their review.
Action:	Complete the Motor Control Center and Control Panel Upgrade Project for San Quentin's pump station	COMPLETE	The project was completed.
Action:	Construct the San Quentin pump station generator and exhaust fan upgrades	ONGOING	Construction was started in FY21 but due to an unforeseen delay regarding a state fire marshall permit it will be completed in FY22.
<b>Objective 4.3</b>	<b>Regional laboratory service assessment</b>		
Action:	Assess feasibility of CMSA providing laboratory services to local wastewater agencies	ONGOING	Cost and staffing resource information to assess laboratory service feasibility were developed and will be refined in FY22.
Action:	Determine if local agencies have interest in using CMSA laboratory services, and begin developing contracts	ONGOING	Several exploratory requests for laboratory assistance from other Agencies were received and may result in contractual arrangements in future years.

<b>GOAL FIVE</b>	<b>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.</b>		
<b>Objective 5.1</b>	<b>Promote a culture of leadership and professional growth to attract and develop qualified and skilled employees.</b>		
Action:	Implement department succession plan actions for key employee classifications	COMPLETE	Several positions have been backfilled and key knowledge-base transfers completed.
Action:	Conduct staff cross-training in non-essential tasks associated with Agency emergencies	COMPLETE	Staff cross-trained on safety, class-specific, personnel, and asset management tasks and will continue cross department support.
Action:	Encourage staff participation in outside industry organizations	COMPLETE	Staff members are participating in Baywork, BACWWE, SRJC, TNI/ELAP, and CWEA at the committee level.
<b>Objective 5.2</b>	<b>Enhance employee work culture</b>		
Action:	Hold an Agency barbeque and holiday party	COMPLETE	Summer barbeque was cancelled due to COVID-19 restrictions; socially-distanced holiday pizza fest was conducted on 12/16/2020.
Action:	Submit applications for industry awards	COMPLETE	CMSA received awards for Community Engagement and Outreach: Project of the Year; Community Engagement and Outreach: Person of the Year, and the Murray McKinney Award.
Action:	Implement a self-insured employee vision plan	ONGOING	Additional research on providers and benefits to be done in FY22.
Action:	Complete the pilot electronic bulletin board program, and recommend next steps	ONGOING	Program renewed to 12/31/2022; employee survey to be conducted prior to next renewal.
<b>Objective 5.3</b>	<b>Maintain a safe and secure work environment</b>		
Action:	Implement recommendations from the safety culture survey	COMPLETE	Expanded Safety Incentive Program award potential; instituted Contractor Safety Program and Job Hazard Assessment Program.
Action:	Install audible/visual evacuation alarms in the Headworks blower room, and explore installations in other high noise areas	COMPLETE	Equipment installed and programming completed.
Action:	Complete welding fume exposure assessment and make recommended safety improvements	COMPLETE	Improved method for use and placement of local exhaust ventilation hood developed and implemented.
Action:	Complete Agency preparation for emergency situations, integrate into the Agency Emergency Response and Business Continuity plans, and conduct staff trainings	COMPLETE	Created Employee Support During Disaster Policy, Public Safety Power Shutoff SOP, and several onsite SOP's; staff trained on their use.



<b>GOAL SIX</b>	<b>CMSA will enhance its internal and external communications.</b>		
<b>Objective 6.1</b>	<b>Educate employees on currently available Agency benefits.</b>		
Action:	Provide Employee Assistance Program presentations on various topics	COMPLETE	In person presentations did not occur due to COVID-19 protocols. Staff notified of monthly webinars and newsletters; Electronic Bulletin Board used to promote wellness topics.
Action:	Review and update Employee Benefits Reference Guide	COMPLETE	Reference guide updated with current information.
<b>Objective 6.2</b>	<b>Improve Agency documents and file management</b>		
Action:	Complete the organization of Technical Services department electronic files	ONGOING	The majority of the electronic files have been reorganized and the project will be completed in FY22.
Action:	Audit and update all Agency forms and ensure file paths are correct	COMPLETE	Audit and forms update completed.
Action:	Update the CMSA brochure and provide electronic and printed versions	COMPLETE	Brochure designed and printed; posted on website and available for distribution.
Action:	Begin pilot program for use of electronic devices during field operations	COMPLETE	Pilot tablets purchased and deployed for both Operations and Maintenance.
Action:	Provide staff training on procedures for the Tyler document management system	COMPLETE	Training documents developed; training provided as needed.
<b>Objective 6.3</b>	<b>Improve communication security and reliability</b>		
Action:	Implement third-party continuous security awareness training for staff with simulated attacks	COMPLETE	Service providing security awareness training and regular phishing tests implemented, resulting in marked improvement in staff ability to identify and report phishing.
Action:	Procure service for monthly external vulnerability assessments and begin remediation of any found issues	COMPLETE	Monthly external vulnerability assessments performed by outside vendor.
Action:	Establish quarterly automated internal vulnerability assessments, and address any issues discovered	COMPLETE	Weekly and nightly internal vulnerability assessments implemented as opposed to quarterly. As issues are discovered they are resolved.
Action:	Create system diagrams documenting IT computer system interdependencies and data flows	COMPLETE	Each server and workstation application analyzed and required connections between systems documented in tables, as graph diagrams were too large and unusable.





---

**CENTRAL MARIN SANITATION AGENCY**

1301 Andersen Drive San Rafael CA 94901 | 415 459 1455 | [www.cmsa.us](http://www.cmsa.us)

