



CENTRAL MARIN SANITATION AGENCY



CMSA Business Plan

FY 2017 - 2018

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.
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AGENCY GOALS

▲ GOAL ONE

▲ GOAL TWO

▲ GOAL THREE

▲ GOAL FOUR

▲ GOAL FIVE

▲ GOAL SIX



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) Silver Award for 2017
- Action: Determine Key Performance Indicators (KPI) for process areas
- Action: Install a total solids meter to monitor Secondary System effluent
- Action: Prepare process area automation template for one process area

Objective 1.2 Develop and implement strategies to meet changing regulatory requirements

- Action: Negotiate a reasonable, new 5-year NPDES Permit
- Action: Create a permit compliance schedule, and distribute to internal stakeholders
- Action: Provide employees with NPDES permit training
- Action: Update existing and develop new procedures to comply with ELAP TNI standards for the laboratory
- Action: Complete the Sewer Use Local Limit update
- Action: Review and update the Sewer Use Ordinance's Enforcement Response Plan

Objective 1.3 Manage the Agency's assets

- Action: Hire a consultant to evaluate the Asset Management Program and recommend improvements
- Action: Prepare a predictive asset management plan for a selected area
- Action: Complete construction of the Maintenance Facilities Modification Project
- Action: Design and construct paving improvements by the Solids Handling Building

Objective 1.4 Prepare an Agency Facilities Master Plan

- Action: Complete the tasks in the plan's scope of work
- Action: Present Master Plan findings and recommendations to the Board
- Action: Work with the Finance Committee and Board to select projects for future implementation
- Action: Update the 10-Year CIP with approved projects and activities

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 FY17-18 audit

Action: Provide Agency staff with quarterly refresher training on commonly used financial procedures, such as timesheets, payment processing, purchasing, and travel

Action: Compile a list of service provider contracts by functional area

Objective 2.2 Prepare a Multi-Year Revenue Plan

Action: Determine multi-year revenue increases needed to balance operating budget

Action: Incorporate approved Master Plan projects into the proposed Revenue Plan

Action: Construct revenue plan alternatives for review with the Finance Committee and JPA managers

Action: Collaborate with the Finance Committee and JPA managers to select a multi-year revenue plan strategy

Action: Board selection of revenue strategy and staff implementation

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 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 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: Design and implement required improvements for power delivery
- Action: Receive a State Revolving Fund (SRF) Green Project Reserve loan with forgiveness
- Action: Negotiate and execute a power sale agreement
- Action: Identify potential organic waste sources within Marin County

Objective 3.2 Produce recycled water for outside use

- Action: Participate with Marin Municipal Water District in marketing the recycled water truck filling station to prospective users
- Action: Provide recycled water for uses other than sewer line flushing
- Action: Provide the Board with a Recycled Water Use Report in July 2018

Objective 3.3 Increase the Agency's Energy Efficiency

- Action: Establish an Agency team to develop a power monitoring program
- Action: Prepare a Power Monitoring Plan to identify processes and equipment for power monitoring, define power usage metrics, and install the necessary monitoring equipment
- Action: Construct a power monitoring dashboard and begin to actively track and discuss energy use
- Action: Determine the energy savings obtained by utilizing waste heat

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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: Revise the Agency Food Waste Disposal Agreement with Marin Sanitary Service for Board adoption
- 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

Objective 4.2 Promote interagency coordination on capital projects

- Action: Administer the FY18 Capital Improvement Program for the main pump station at San Quentin State Prison
- Action: Support rehabilitation of the Sanitary District No. 2 Fifer Pump Station
- Action: Replace the control panel for San Quentin Village Pump Station
- Action: Replace the effluent flow meter for San Quentin Prison Pump Station
- Action: Support integration of the Ross Valley Sanitary District pump station telemetry to CMSA SCADA

Objective 4.3 Participate in the Joint Powers Agreement (JPA) Revision Initiative

- Action: Prepare a JPA review plan and process with the JPA managers and ad hoc JPA Review Committee
- Action: Participate in the JPA review process, and draft JPA revisions for consideration by the JPA Agency Boards
- Action: Revise the JPA with approved revisions

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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 periodic informal seminars on a variety of Agency activities

Action: Communicate to staff the Agency's Mission, Vision, and Values, and annual Business Plan

Action: Identify opportunities to attend leadership and technical training events

Action: Determine the practicality of a mentorship program for new hires

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

Action: Prepare a succession plan for key employee classifications

Action: Provide an unpaid internship opportunity in Operations and Maintenance and target the local community during our candidate search

Action: Develop and implement an Agency intern on-boarding packet

Objective 5.3 Enhance employee work culture

Action: Hold an Agency barbeque and holiday party

Action: Submit applications for industry awards

Action: Explore opportunities to create a modern Facility Control Room and workspaces in the Administration Building

Action: Review annual performance evaluation forms, and design and implement improvements

Objective 5.4 Maintain a safe and secure work environment

Action: Install safe-access gates for the chlorine contact tanks

Action: Combine the Safety and Security Committees, and prepare a new charter document

Action: Develop an annual safety training calendar

Action: Develop a quarterly safety activity metrics report

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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: Create an Agency Benefits Handbook for an employee reference tool
- Action: Provide training on Agency health benefits for the open enrollment period
- Action: Coordinate 457 plan provider training on Agency's deferred compensation

Objective 6.2: Improve Agency Information Management Systems

- Action: Update records retention policy for electronic files
- Action: Complete all department file structure migration and archive legacy shared drive content
- Action: Annually audit and update all Agency forms and ensure correct file paths
- Action: Develop standard forms for the Agency's Pollution Prevention and Pretreatment Programs
- Action: Complete development of the WEBSOFT industrial waste database and update its reporting process

Objective 6.3: Improve methods of communication

- Action: Technical Services to prepare and distribute a bi-weekly activity report
- Action: Review internal agency reports to identify and make improvements
- Action: Deployment of LIMS and DIMS database for more efficient use of lab and process control data
- Action: Implement online contractor bid management system
- Action: Explore avenues for broader dissemination of Agency information