



Central Marin Sanitation Agency

STRATEGIC BUSINESS PLAN 2005-2009

DECEMBER 2004

**Central Marin Sanitation Agency
Strategic Business Plan 2004-2009**



a.	Foreword from the General Manager.....	3
b.	Introduction.....	5
c.	Purpose, Vision, and Mission Statements.....	8
d.	Agency-wide Goals.....	9
e.	Goal 1.....	10
	i. Objective 1-1.....	11
	ii. Objective 1-2.....	12
f.	Goal 2.....	13
	i. Objective 2-1.....	14
	ii. Objective 2-2.....	15
	iii. Objective 2-3.....	16
g.	Goal 3.....	17
	i. Objective 3-1.....	18
	ii. Objective 3-2.....	19
h.	Goal 4.....	20
	i. Objective 4-1.....	21
	ii. Objective 4-2.....	22
	iii. Objective 4-3.....	23
i.	Goal 5.....	24
	i. Objective 5-1.....	25
	ii. Objective 5-2.....	26
	iii. Objective 5-3.....	27
	iv. Objective 5-4.....	28
j.	Goal 6.....	29
	i. Objective 6-1.....	30
	ii. Objective 6-2.....	31
	iii. Objective 6-3.....	32
k.	Goal 7.....	33

Foreword from the General Manager

CMSA is a Joint Powers Agency (JPA) formed in 1979 by four wastewater agencies in the Central Marin County area: Sanitary Districts No. 1 of Marin County, Sanitary Districts No. 2 of Marin County, the City of Larkspur, and San Rafael Sanitation District. In the 1970's, Central Marin County had four small wastewater treatment plants that were unable to meet the requirements of the 1972 Clean Water Act. Accordingly, CMSA was established to construct a wastewater treatment plant and make improvements to the collection system force mains and pump stations of the four wastewater agencies.

Today, CMSA provides the treatment and disposal of the wastewater collected by our member agencies. Our sophisticated treatment plant can process over 90 million gallons of wastewater per day during peak rainfall periods. In addition, we provide source control activities and contract services, such as the operation and maintenance of pump stations, for agencies in the service area.

At CMSA, we strive to continually improve our organization and performance to provide better services for the Central Marin County area. For instance, we recently completed an Operations and Management Review that identified areas of strength as well as improvement opportunities within our core functional areas of management, operations, planning/engineering, and finance. The results of that review provided the basis for many positive changes at CMSA over the past two years.

The development of this Strategic Business Plan represents one of our ongoing efforts to create an organizational culture that enables and promotes the service delivery improvements required of a best in class utility. This Strategic Business Plan serves as an overarching guide for the actions of the entire organization for the next five years and is a

roadmap for the organization to achieve its long-term vision for the future.

CMSA intends to update this Strategic Business Plan every one to two years, depending on our progress toward the goals in this document, changes in regulations governing our operations, and other changes in our operating environment.

CMSA invites input from our stakeholders regarding this plan and our operations in general. Please contact CMSA at (415) 459-1455 if you have comments or suggestions.

Jason R. Dow
General Manager

Introduction

This plan initially addresses high-level strategic elements affecting CMSA as a whole and then describes more specific objectives and strategies concerning divisions and individuals within the organization. The following table presents the hierarchy and definitions of the elements utilized in this Strategic Business Plan.

ELEMENTS OF STRATEGIC BUSINESS PLAN

<u>Strategic</u>	<u>Definition</u>	<u>Primary Focus</u>
Purpose	Why an organization exists	Entire organization
Vision	Where the organization wants to be in the future	Entire organization
Mission	How to achieve the purpose of the organization	Entire organization
Goal	Organization-wide desire	Entire organization and select departments
Objective	What an organization needs to achieve to fulfill its goals	Departments and divisions
Strategy	The plan or program an organization develops to achieve its objectives	Divisions, teams and individuals

Stakeholders

The intended audience for this Strategic Business Plan is our stakeholders. Our stakeholders include, but are not limited to;

- our member agencies;
- the customers of our member agencies;
- CMSA Commissioners;
- CMSA staff;
- our primary regulators; and
- other local government agencies and special districts

Planning Process

Active involvement and contributions by the Commissioners, the CMSA Manager, the Agency Strategic Planning Committee (ASPC), and the staff are reflected in this Strategic Business Plan. The Commissioners provided guidance on the overall direction of CMSA by establishing the purpose, vision, and mission for the organization. They also reviewed an initial draft of the Strategic Business Plan, providing useful insights that strengthened the document. The General Manager and the ASPC developed the goals, objectives, and strategies that align CMSA's activities with the overarching framework set by the Commissioners. Finally, CMSA staff provided invaluable input on the practicality of the goals and objectives in the plan and useful insights regarding the terminology and organization of the Strategic Business Plan. CMSA intends to continue to use this collaborative process as we review and revise the Plan in the future to further improve organizational and operational performance.

Development of Final Plan and Future Updates

This plan was developed from a draft plan reviewed by the Commission. Following the Commission's input, an Implementation Workshop was held. At this workshop, the ASPC reviewed the goals and strategic objectives contained in the draft plan from the perspective of implementation practicality and with the Commission's comments in mind. Then, the ASPC held a series of workshops to define the strategic actions necessary to support or accomplish each of the objectives contained in the plan. The strategic actions were developed in accordance with the hierarchy provided in the "Elements of Strategic Business Plan" table presented previously. As part of this process, preliminary responsibility assignments and tentative schedules were developed for each strategic action.

Following completion of this plan, the ASPC will finalize the responsibility assignments and prepare a comprehensive implementation schedule. The Plan will serve as a guideline for the FY2005-2009 CMSA budget, CMSA's capital expenditure plan, and discussions regarding the priorities of the organization. Approximately a year from now, the ASPC will thoroughly review this plan to identify needed modifications and edits.

Purpose, Vision, and Mission Statements

The Purpose of Central Marin Sanitation Agency

Central Marin Sanitation Agency was formed for the purpose of planning, administering, and coordinating wastewater treatment and disposal services throughout the Central Marin County area, to protect the public health and the environment.

The Vision of Central Marin Sanitation Agency

Central Marin Sanitation Agency will be a recognized regional leader through its application of appropriate technologies and its commitment to operate its wastewater treatment plant in a sustainable and environmentally sensitive manner.

The Mission of Central Marin Sanitation Agency

Central Marin Sanitation Agency will achieve its purpose and vision by:

- Operating and maintaining the wastewater treatment plant and related facilities in a safe, environmentally sound, efficient, and effective manner
- Maintaining a diverse work place that fosters professional growth and job satisfaction
- Protecting its assets and investments through sound financial policies and practices
- Improving service through long-range planning and wise use of technology
- Leading the discussion and development of strategies for addressing regional wastewater issues to the benefit of all customers

Agency-wide Goals

- CMSA will develop, implement, and align short and long-range planning processes to achieve its organizational needs.
- CMSA will continually develop financial policies in order to improve long-range financial planning and ensure sound fiscal management.
- CMSA will enhance its strategic and tactical communication processes for all stakeholders.
- CMSA will continually improve the operation of the treatment facility to meet the changing regulatory requirements and achieve optimized process control.
- CMSA will develop holistic approaches to increasing staff motivation, improving succession management, and creating overall job satisfaction.
- CMSA will develop, implement, and maintain integrated information and asset management systems.
- In partnership with member agencies and the Board, CMSA will facilitate practical solutions that address opportunities and challenges within the regional service area to providing wastewater collection, treatment, and disposal services.

GOAL 1

GOAL 1: CMSA will develop, implement, and align short and long-range planning processes to achieve its organizational needs.

OBJECTIVES

- 1.1 Develop/enhance planning processes to address routine and short-term (less than 1 year) needs.
- 1.2 Develop a long-range planning process for identifying, prioritizing, and implementing one-time or non-recurring projects or events.

Goal 1

CMSA will develop, implement, and align short and long-range planning processes to achieve its organizational needs.

Objective 1.1: Develop/enhance planning processes and activities to address routine and short-term (less than 1 year) needs.

Strategic Actions:

- 1.1.1 Develop a matrix listing the Agency-wide planning processes we are practicing and those that we need; indicate which existing processes need modification.
- 1.1.2 Improve/enhance/create Agency-wide planning activities by assigning responsibility and a due date for each process enhancement or creation required.
- 1.1.3 Develop a matrix listing, for each department, those planning processes we are practicing and those that we need; indicate which existing processes need modification.
- 1.1.4 Improve/enhance/create Department planning activities by assigning responsibility and a due date for each process enhancement or creation required.
- 1.1.5 Define a standard approach for planning and execution, utilizing standard planning documents (4 templates).
- 1.1.6 Conduct annual review/enhancing of both Agency-wide and departmental planning activities, planning processes and planning documents.

Goal 1

CMSA will develop, implement, and align short and long-range planning processes to achieve its organizational needs.

Objective 1.2: Develop a long-range planning process for identifying, prioritizing, and implementing one-time or non-recurring projects.

Strategic Actions:

- 1.2.1 Define overall CIP planning process at department and organizational levels, include criteria, prioritization, funding mechanism, etc.
- 1.2.2 Create the Agency NPDES permit negotiating team and issue letter to RWQCB.
- 1.2.3 Conduct ADA survey and develop an implementation plan.
- 1.2.4 Participate in BACWA regional biosolids processing facility studies.
- 1.2.5 Conduct capacity study and develop an improvement plan.
- 1.2.6 Develop a Facility Master Plan.
- 1.2.7 Conduct odor management study and implement improvements.

GOAL 2

GOAL 2: CMSA will continually develop financial policies for use in improving long-range financial planning and ensure sound fiscal management.

OBJECTIVES

- 2.1 Assess the appropriateness of existing financial policies, identify those that should be modified or abandoned, and develop any critical financial policies that currently do not exist.
- 2.2 Routinely review and update financial policies to align with financial actualities.
- 2.3 Develop financial management, accounting, budgetary and cash management procedures to align day-to-day activities with long-range financial planning.

Goal 2

CMSA will continually develop financial policies for use in improving long-range financial planning and ensure sound fiscal management.

Objective 2.1: Assess the appropriateness of existing financial policies, identify those that should be modified or abandoned, and develop any critical financial policies that currently do not exist.

Strategic Actions:

- 2.1.1 Review existing Agency financial policies and identify outdated policies.
Modify or abandon Agency policies identified as outdated.
- 2.1.2 Determine critical financial policies that currently do not exist, and develop new policies.
- 2.1.3 Identify water/wastewater utilities with sound financial policies.
- 2.1.4 Perform gap analysis between CMSA policies and those identified in Strategic Action 3. Create prioritized list of policies to create.
- 2.1.5 Develop new CMSA non-critical need-to-have policies.

Goal 2

CMSA will continually develop financial policies for use in improving long-range financial planning and ensure sound fiscal management

Objective 2.2: Routinely review and update financial policies to align with financial actualities.

Strategic Actions:

- 2.2.1 Identify, review and update financial policies to align with changes in the Agency's financial position.
- 2.2.2 Annually review all financial policies, and update as-needed.
- 2.2.3 Conduct a bi-annual review of assumptions, predictions, and mechanics of our 5 year financial model.

Goal 2

CMSA will continually develop financial policies for use in improving long range financial planning and ensure sound fiscal management.

Objective 2.3: Develop financial management, accounting, budgetary, and cash management procedures to align day-to-day activities with long-range financial planning.

Strategic Actions:

- 2.3.1 Document the tasks and activities performed under the financial function of the Business Services Department (accounting, budgeting, etc.)
- 2.3.2 Identify documented procedures for each task and activity. Determine if there are tasks that currently have no defined procedures, but have a standard practice.
- 2.3.3 Evaluate all identified procedures and determine where procedures need creating, enhancing, deleting. Prioritize procedures to create/modify/delete and build a timeline for implementing changes.
- 2.3.4 Develop/modify procedural documents on an on-going and as-needed basis.

GOAL 3

GOAL 3: CMSA will enhance its strategic and tactical communication processes for all stakeholders.

OBJECTIVES

- 3.1 Assess the requirements for routine communications, and develop the necessary communication procedures for all stakeholders.
- 3.2 Assess the requirements for non-routine and emergency communications, and develop the necessary communication procedures for all stakeholders.

Goal 3

CMSA will enhance its strategic and tactical communication processes for all stakeholders.

Objective 3.1: Assess the requirements for routine communications, and develop the necessary communication procedures for all stakeholders.

Strategic Actions:

- 3.1.1 Identify all significant agency external stakeholder groups and assess communication needs of each.
- 3.1.2 Develop needed communication plan (type, frequency, responsibility) for each significant external stakeholder group.
- 3.1.3 Assess existing and needed organizational and intra-department communication needs and develop necessary formats, frequencies, responsibilities and procedures.
- 3.1.4 Assess existing and needed departmental communication needs and develop necessary formats, frequencies, responsibilities and procedures.
- 3.1.5 Establish monthly meeting for JPA member agency managers to coordinate operational and regional activities.
- 3.1.6 Develop routine communication forms and templates for use at organizational and departmental levels.

Goal 3

CMSA will enhance its strategic and tactical communication processes for all stakeholders.

Objective 3.2: Assess the requirements for non-routine and emergency communications, and develop the necessary communication procedures for all stakeholders.

Strategic Actions:

- 3.2.1 Identify all agency external stakeholders and needed non-routine and emergency communications. These meetings will be coordinated with same for 3-1.1.
- 3.2.2 Assess existing and needed non-routine and emergency communication protocols. Assign responsibility for protocol development. Define plan and schedule for procedure development and implementation.
- 3.2.3 Develop new and edit existing emergency and non-routine communication protocols (including safety and regulatory). Establish an annual review of these procedures.
- 3.2.4 Develop general procedures for review, response, and documentation of public and media inquiries and complaints. Develop a procedure for Freedom and Information Act requests.
- 3.2.5 Develop procedures to address odor complaints and an Odor Control Program handout.

GOAL 4

GOAL 4: CMSA will continuously improve the operation of the treatment facility to meet changing regulatory requirements and achieve optimized process control.

OBJECTIVES

- 4.1 Conduct a performance assessment of the wastewater treatment operations.
- 4.2 Identify process control optimization techniques for improving plant operations that balance the cost of implementation with the benefits received.
- 4.3 Standardize O&M methodology through the development and utilization of written standard operating procedures (SOPs).

Goal 4

CMSA will continuously improve the operation of the treatment facility to meet changing regulatory requirements and achieve optimized process control.

Objective 4.1: Conduct a performance assessment of the wastewater treatment operations.

Strategic Actions:

- 4.1.1 Analyze operations shift coverage issues and operations support groups to ensure reliable, cost efficient coverage during vacation, holidays, sick leave and wet weather season.
- 4.1.2 Define parameters to be used for benchmarking each process, and collect data for each process.
- 4.1.3 Identify key process and equipment parameters for improving reliability and efficiency for each plant process.
- 4.1.4 Collect process data and perform trend analyses.
- 4.1.5 Conduct cost/benefit analysis of baseline operation for each plant process.

Goal 4

CMSA will continuously improve the operation of the treatment facility to meet changing regulatory requirements and achieve optimized process control.

Objective 4.2: Identify process control optimization techniques for improving plant operations that balance the cost of implementation with the benefits received.

Strategic Actions:

- 4.2.1 Analyze benchmarking data to determine what processes have potential operational process improvements.
- 4.2.2 Develop conceptual costs for each potential operational process improvement and then perform a cost/benefit analysis.
- 4.2.3 The Process Control Team will implement selected operational process improvements and further evaluate the benefits and costs of these improvements.
- 4.2.4 Prioritize improvement options and create a list of SOPs, work orders, and capital improvements (including costs).
- 4.2.5 Monitor regulatory climate and determine possible effects on plant operations.

Goal 4

CMSA will continuously improve the operation of the treatment facility to meet changing regulatory requirements and achieve optimized process control.

Objective 4.3: Standardize O&M methodology through the development and utilization of written standard operating procedures (SOPs).

Strategic Actions:

- 4.3.1 Assess current SOP database and prioritize a list of required SOPs.
- 4.3.2 Update existing SOPs and develop required new SOPs.
- 4.3.3 Align SOPs to meet safety standards and new safety practices.
- 4.3.4 Review evolving regulatory requirements to determine if changes should be incorporated into any new SOPs.
- 4.3.5 Develop training program around new SOPs. Train staff on new and existing SOPs.

GOAL 5

GOAL 5: CMSA will develop holistic approaches to increasing staff motivation, improving succession management, and creating overall job satisfaction.

OBJECTIVES

- 5.1 Assess training needs and required education/certification levels for each job classification.
- 5.2 Develop and deliver multi-year training and development processes that facilitate leadership growth and create the necessary technical skills throughout the organization.
- 5.3 Assess workforce status and departmental “brain drain” issues and develop an Agency Succession Plan.
- 5.4 Assess, align and improve existing performance management and reward and recognition systems.

Goal 5

CMSA will develop holistic approaches to increasing staff motivation, improving succession management, and creating overall job satisfaction.

Objective 5.1: .Assess training needs and required education/certification levels for each job classification.

Strategic Actions:

- 5.1.1 Determine the skills required for each job classification.
- 5.1.2 Determine the necessary levels of education and or certification for each job classification.
- 5.1.3 Perform an individual assessment of each Agency job class for the identified skills and certifications.
- 5.1.4 Conduct a GAP analysis of each employee's skills, education and certification levels versus the identified job classification requirements.

Goal 5

CMSA will develop holistic approaches to increasing staff motivation, improving succession management, and creating overall job satisfaction.

Objective 5.2: Develop and deliver multi-year training and development processes that facilitate leadership growth and create the necessary technical skills throughout the organization.

Strategic Actions:

- 5.2.1 Develop and implement a multi-year leadership development plan to address the gap between employees' managerial and technical skills and the Agency's requirements.
- 5.2.2 Develop and implement multi-year, employee training plan to address the gap in certification, safety and other skill sets.
- 5.2.3 Develop and implement a leadership culture to facilitate employee professional growth throughout the organization that promotes increased initiative and responsibility at all levels.
- 5.2.4 Ensure availability and awareness of internal and external job training resources.
- 5.2.5 Continuously research and review industry information pertaining to training, mentoring, and succession planning.

Goal 5

CMSA will develop holistic approaches to increasing staff motivation, improving succession management, and creating overall job satisfaction.

Objective 5.3 Assess workforce status and departmental “brain drain” issues and develop an Agency Succession Plan.

Strategic Actions:

- 5.3.1 Review all CMSA positions, analyze possible retirements within next five years to ten years and assess impacts on departments.
- 5.3.2 Analyze and record each department’s “held knowledge” by having department knowledge mapping and capture workshops. Use WERF Study capture tools.
- 5.3.3 Prepare plan for recruitment and training to fill identified gaps in each department. Determine recruitment and training time required to fill different positions and investigate interim resources (e.g., temporary hiring, retired employee return).
- 5.3.4 Assemble actions into a Succession Plan and implement.

Goal 5

CMSA will develop holistic approaches to increasing staff motivation, improving succession management, and creating overall job satisfaction.

Objective 5.4 Assess, align and improve existing performance management and reward and recognition systems.

Strategic Actions:

- 5.4.1 Assess the Agency's existing merit incentive program and implement improvements to create an objective-based standardized program.
- 5.4.2 Research legal limitations to providing monetary and time off awards.
- 5.4.3 Review alternate award programs for recognition of employees for "above class" certification or a job well done.
- 5.4.4 Assess CMSA's performance management system and current practices. Develop departmental programs that are aligned and objective-based.
- 5.4.5 Periodically review the CMSA's performance management, recognition, and merit award programs and ensure that they are coordinated and aligned.

GOAL 6

GOAL 6: CMSA will develop, implement, and maintain integrated information and asset management systems.

OBJECTIVES

- 6.1 Improve CMSA's existing Information Management System and Develop an Information Management Master Plan.
- 6.2 Improve record storage and data accessibility for Agency Information Management System.
- 6.3 Assess the requirements for an asset management system and develop an implementation plan

Goal 6

CMSA will develop, implement, and maintain integrated information and asset management systems.

Objective 6.1: Improve CMSA's existing Information Management System and Develop an Information Management Master Plan.

Strategic Actions:

- 6.1.1 Assess the Information System security, the current information system hardware and user software needs.
- 6.1.2 Compare System security, hardware and software needs to existing environments and platforms to identify gaps.
- 6.1.3 Prioritize needs identified in gap analysis. Develop budget, and schedule implementation.
- 6.1.4 Develop Agency Information System Master Plan (schedule after implementation of the Asset Management System).

Goal 6

CMSA will develop, implement, and maintain integrated information and asset management systems.

Objective 6.2: Improve record storage and data accessibility for Agency Information Management System.

Strategic Actions:

- 6.2.1 Through interviews with the end users, assess individual data needs and accessibility to the data.
- 6.2.2 Assess electronic and hardcopy record storage, backup and capacity needs.
- 6.2.3 Develop record storage, backup and capacity policy and procedures.
- 6.2.4 Implement newly developed record storage, backup and capacity policy and procedures.

Goal 6

CMSA will develop, implement, and maintain integrated information and asset management systems.

Objective 6.3: Assess the requirements for an asset management system and develop an implementation plan.

Strategic Actions:

- 6.3.1 Continue with the tactical implementation phases of the modules within the CMMS program.
- 6.3.2 Assess the requirements for a Strategic Asset Management Plan, incorporating CMMS, GASB 34, Inventory Management and Capital Improvement Planning.
- 6.3.3 Develop a phased Strategic Asset Management Implementation Plan.
- 6.3.4 Implement the Strategic Asset Management Plan.

GOAL 7

GOAL 7: In partnership with member agencies and the Board, CMSA will facilitate practical solutions that address opportunities and challenges within the regional service area to providing wastewater collection, treatment, and disposal services.

The Commission is currently responsible for addressing this goal. Toward that end, the Commission has authorized a two-phase study of regionalization scenarios. The first phase is complete and provided an evaluation of the existing wastewater organizations and systems that are in place to serve Central Marin area customers. The second phase involves the development and evaluation of several regionalization scenarios. The study is scheduled to be completed in February 2005.