



CENTRAL MARIN SANITATION AGENCY



Business Plan Final Report

Fiscal Year 2022 – 2023

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:	Comply with all Agency regulatory requirements	COMPLETE	Achieved 100 percent compliance with all Agency's NPDES and Air permit requirements.
Action:	Receive the National Association of Clean Water Agencies (NACWA) Gold Award	COMPLETE	The NACWA Platinum award was received in May 2023 for five consecutive years of NPDES permit compliance.
Action:	Receive CMSA Laboratory TNI-2 ELAP Accreditation	COMPLETE	The TNI-2 ELAP Accreditation was received in March 2023.
Action:	Receive a new NPDES permit	COMPLETE	The new NPDES permit was adopted in May 2023.
Objective 1.2	Manage the Agency's equipment and assets consistent with CIP and maintenance programs		
Action:	Develop operating and maintenance procedures for the Jenbacher cogeneration system	COMPLETE	Operating and maintenance procedures were developed.
Action:	Replace the Administration building carpet	COMPLETE	Project was completed in early 2023.
Action:	Replace the corroding facility doors	COMPLETE	Nine doors were installed in the spring of 2023.
Action:	Evaluate upgrades to the Laboratory DI water system	DELAYED	The DI water system has been working well and the evaluation will be completed in FY24.
Action:	Install main switchgear HVAC improvements	COMPLETE	Installation was completed in June.
Objective 1.3	Deliver critical and high priority Agency capital projects		
Action:	Replace the Digester No.2 Membrane Cover	COMPLETE	Project was completed in the fall of 2022.
Action:	Complete the rehabilitation of secondary clarifiers No. 1 and 4	COMPLETE	Project was completed in the summer of 2022.
Action:	Begin construction of the new Liquid Organic Waste Storage Tank and Biogas Treatment project	COMPLETE	A contractor was selected, and construction began in April 2023.
Action:	Begin design for the new centrifuges	COMPLETE	A consultant was selected in the fall of 2022 and design began in early 2023.
Action:	Complete main switchgear condition assessment	COMPLETE	Project was completed in the spring of 2023.
Action:	Complete preparatory work and field investigation to support the future design of new main switchgear	ONGOING	This work is currently ongoing using the results of the main switchgear condition assessment.

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:	Implement accounting transfer procedures for Agency capital assets	COMPLETE	Procedures were implemented in 2022.
Action:	Incorporate project numbers into payroll procedures	COMPLETE	Numbers were incorporated in 2022.
Action:	Prepare general procedures manual for all financial procedures	DELAYED	Project will be completed in the summer of 2023.
Objective 2.2	Implement the financial system Project Accounting and Budget Process Improvement features		
Action:	Implement project accounting to manage fixed asset accounts using project numbers	COMPLETE	Project accounting was implemented.
Action:	Implement personnel budgeting function	COMPLETE	After detailed evaluation, item was cancelled due to limited efficiency.
Action:	Implement budget worksheet auto-fill function (Cell Sense)	COMPLETE	After detailed evaluation, item was cancelled due to limited efficiency.
Objective 2.3	Prepare transparent financial documents		
Action:	Prepare the Agency's FY24-FY25 budget document in the Government Finance Officers association (GFOA) format and submit to the GFOA for review	COMPLETE	Draft budget accepted by Board in May and final budget adopted in June.
Action:	Prepare the Agency's Annual Comprehensive Financial Report (ACFR), and submit to the GFOA for review	COMPLETE	ACFR was prepared and submitted to the GFOA.
Action:	Prepare the Agency's Popular Annual Financial Report (PAFR), and submit to the GFOA for review	COMPLETE	PAFR was prepared and submitted to the GFOA.

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:	Receive new external digester feedstocks, and monitor digester health	ONGOING	Discussions with Republic about delivering additional food waste test loads are ongoing.
Action:	Negotiate and execute feedstock agreement with MSS, and consider agreements with Republic and SBWMA	COMPLETE	Agreements were executed with MSS and Republic and the MOU was extended with SBMWA.
Action:	Validate Digester Pilot Study performance metrics full scale to support future increase in organic loading	ONGOING	Staff has been operating the digesters full scale at various organic loading rates and the co-digestion management tool is being finalized.
Action:	Update monitoring and operating strategy to maximize power delivery using the co-digestion management tool	DELAYED	The co-digestion management tool is being finalized and the new biogas flow meters are being commissioned. Strategy will be updated in FY24.
Objective 3.2	Increase the Agency's energy efficiency through implementation of the Power Monitoring Program		
Action:	Install Power Monitoring Devices at Administration Building	DELAYED	Staff is procuring new equipment which will be installed in FY24.
Action:	Expand energy data collection from existing facility electrical equipment	COMPLETE	Staff expanded data collection from existing equipment.
Action:	Conduct Organic Waste Receiving Station energy assessment and evaluate energy conservation measures	DELAYED	Project will be delayed until expansion of the Organic Waste Receiving Station is completed in late 2023.
Objective 3.3	Evaluate Sentry System to understand whether it provides an early warning for digester upsets		
Action:	Operate Sentry System on full scale anaerobic digesters	COMPLETE	Sentry units have been in full scale operating since 2022.
Action:	Collaborate with Sentry to optimize equipment placement and operating and maintenance procedures	ONGOING	Staff is optimizing the placement and interpretation of Sentry data.

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	<i>Collaborate with stakeholders on programs to comply with CALRecycle's regulations on diverting organics from landfills</i>		
Action:	Monitor Bay Area Biosolids Coalition activities and serve as lead agency	COMPLETE	CMSA served as Lead Agency and monitored BABC activities.
Action:	Support Marin Sanitary Service's Organic Recovery Program Expansion	COMPLETE	A revised F2E Agreement was executed and CMSA staff has been coordinating with MSS on their new preprocessing equipment and plans for expanding the F2E program over the next years.
Action:	Support CalRecycle's co-digestion efforts by effectively utilizing co-digestion grant funding (if awarded)	ONGOING	Grant funding was awarded, and first reimbursement installments have been successfully received.
Objective 4.2	<i>Promote interagency coordination of projects and initiatives</i>		
Action:	Consider expanding CMSA's recycled water use program	COMPLETE	CMSA completed two studies exploring recycled water expansion for potable reuse and truck filling in 2022, and included annual CIP funding for the next five years for additional recycled water evaluations.
Action:	Support SD2 with force main valve assessment	COMPLETE	SD2 support activities were completed.
Action:	Install two standby generators at SD2 Lucky and Campbell Bishop pump stations	ONGOING	Staff is coordinating with SD2 and manufacturer on installation details.
Action:	Install influent flow meter on San Rafael Interceptor and evaluate meter performance	ONGOING	The flow meter was procured, and installation is planned for the summer of 2023.
Action:	Support JPA Agencies with SSO monitoring	COMPLETE	Annual JPA Agency training was completed in 2022.

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:	Provide Employee Assistance Program presentations	ONGOING	Presentation topics have been selected and presentations are available on an ongoing basis.
Action:	Schedule an onsite retirement consultant to discuss investment funds and options	DELAYED	Discussions will be scheduled in FY24.
Action:	Update benefit manual and personnel policies with benefit changes	COMPLETE	The benefit manual has been updated.
Objective 5.2	Promote a culture of leadership and professional growth to attract and develop qualified and skilled employees		
Action:	Evaluate and implement existing departmental succession planning documents	COMPLETE	All known retirements and departures have been accounted and planned for.
Action:	Evaluate and implement training and development alternatives	ONGOING	Existing O&M training strategies are being reviewed regarding generational learning styles, then departmental development checklists will be updated accordingly, and staff will be trained using the new documents in FY24.
Action:	Enhance employee participation on Agency committees, workgroups and teams	COMPLETE	Changes to ASPC committee were made to include project tours to enhance participation
Objective 5.3	Enhance employee work culture		
Action:	Hold an Agency summer barbeque, holiday party, and safety program recognition event	COMPLETE	Both events were held and well received.
Action:	Submit applications for industry awards	COMPLETE	CWEA Award applications were submitted, and several awards were received.
Objective 5.4	Maintain a safe and secure work environment		
Action:	Conduct a safety culture survey	DELAYED	Scheduled for FY24.
Action:	Evaluate areas for improved fall protection	COMPLETE	The evaluation was completed in FY23.
Action:	Launch updated lone operator protocol	COMPLETE	Protocol was developed and launched in 2022.

GOAL SIX	CMSA will expand its use of technology to improve communication and processes, and strengthen system integrity.		
Objective 6.1	Improve communication of internal messages		
Action:	Evaluate automation of routine reports	ONGOING	Some suggestions have been made and this effort will be completed in FY24.
Action:	Optimize the utility of the electronic bulletin board system	ONGOING	A new communication program has been prepared and will be implemented in FY24.
Objective 6.2	Improve Agency documents and file management		
Action:	Audit and update all Agency forms and ensure file paths are correct	ONGOING	This effort is ongoing and will be completed in FY24.
Action:	Implement Linko electronic dental office inspection forms	COMPLETE	Project was completed in December 2022.
Action:	Optimize data integration between Agency data management systems for proactive biogas treatment system management	COMPLETE	Data integration improvements for the biogas system were implemented in FY23.
Action:	Optimize use of electronic devices in the field based on staff feedback	COMPLETE	All field staff now use computer tablets.
Objective 6.3	Improve communication security and reliability		
Action:	Improve WIFI access on Agency property	COMPLETE	WIFI access on Agency property was improved in FY23.
Action:	Engage with CISA for training and vulnerability assessments	COMPLETE	CISA training and vulnerability assessments were completed in FY23.
Action:	Set-up drive encryption on all desktop computers	COMPLETE	Project was completed in 2022.
Action:	Procure new Internet and telephone contracts	DELAYED	New contract to be negotiated in FY24.
Objective 6.4	To manage risk, reduce or eliminate single points of failure		
Action:	Augment human redundancy for Operation Technology support and repairs	COMPLETE	Item was reviewed then cancelled and internal staff will be trained instead.
Action:	Practice running critical process areas in hand/manual modes of operation	COMPLETE	Various critical process areas were run in hand/manual mode.
Action:	Continue cross training Environmental Services Analysts in Laboratory functions	COMPLETE	Cross training was completed.