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| 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 | COMPLETED | Achieved 100 percent compliance with all Agency's NPDES and Air permit requirements. |
| Action: | Receive the National Association of Clean Water Agencies (NACWA) Platinum Award | COMPLETED | The NACWA Platinum award was received in May 2024 for six consecutive years of NPDES permit compliance. |
| Objective 1.2 | Manage the Agency's equipment and assets consistent with CIP and maintenance programs | | |
| Action: | Replace Chlorine Contact Tank Gates | COMPLETED | Gates were ordered in February and installation will be completed by July 2024. |
| Action: | Replace corroding facility doors | COMPLETED | 10 doors were replaced in February 2024. |
| Action: | Develop Operating & Maintenance procedures for the new Liquid Organic Waste Receiving Facility | COMPLETED | Procedures will be completed by July 2024. |
| Action: | Evaluate upgrades to the Laboratory DI water system | DELAYED | Evaluation was moved to FY25. |
| Action: | Evaluate using secondary flow valves for secondary flow equalization | COMPLETED | The evaluation was completed and secondary flow equalization is now part of standard operating procedures. |
| Objective 1.3 | Deliver critical and high priority Agency capital projects | | |
| Action: | Complete rehabilitation of secondary clarifier 2 | COMPLETED | Project was completed in October 2023. |
| Action: | Complete construction of the new Liquid Organic Waste Receiving Tank and Biogas Treatment project | COMPLETED | Project was completed in May 2024. |
| Action: | Finish Dewatering System Replacement Project predesign and select new centrifuges | COMPLETED | Centrifuge selection will be completed in June 2024, and the project will proceed to detailed design in FY25. |
| Action: | Design replacement elevator controls and begin construction | DELAYED | Design was moved to FY25. |
| Action: | Rehabilitate primary clarifier 1 and install flow optimization baffle | ONGOING | Baffles were pre-purchased in the fall of 2023 and construction is beginning in June 2024, and will be completed by August 2024. |
| Action: | Replace diesel underground storage tank with above ground tank | DELAYED | The failed sensor was replaced, and the existing underground tank is back in compliance. Project was postponed to FY30, contingent on regulatory requirements. |

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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 | <i>Regularly evaluate existing fiscal practices and procedures and develop new procedures as necessary</i> | | |
| Action: | Develop new and update existing general accounting procedures | COMPLETED | Accounting procedures were developed and are available for staff to review. |
| Action: | Prepare new budget development procedures | COMPLETED | Budget development procedures were developed and are available for staff to review. |
| Objective 2.2 | <i>Further develop financial system functions for improved efficiency</i> | | |
| Action: | Expand available credit card transaction types | COMPLETED | CMSA can now accept various credit card types either on CMSA's website or in person. |
| Objective 2.3 | <i>Prepare transparent financial documents</i> | | |
| Action: | Prepare the Agency's FY24-FY25 budget document in the Government Finance Officers Association (GFOA) format and submit to the GFOA for review | COMPLETED | Submitted for GFOA review in September 2023 and awaiting award. |
| Action: | Prepare the Agency's Annual Comprehensive Financial Report (ACFR), and submit to the GFOA for review | COMPLETED | Submitted for GFOA review in January 2024. |
| Action: | Prepare the Agency's Popular Annual Financial Report (PAFR), and submit to the GFOA for review | COMPLETED | Submitted for GFOA review in January 2024. |

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| 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 | COMPLETED | New feedstocks from Marin Sanitary Services' food suppliers and Sustainable Organics Solutions are being received. |
| Action: | Perform an EV Charging Study and investigate grant funding options | DELAYED | Moved to FY26 to await the results of the Nutrient Removal Alternatives Evaluation |
| Action: | Track and apply for Inflation Reduction Act funding for cogeneration system improvements project | COMPLETED | Project registration was submitted in the spring of 2024 and accepted by the IRS. Tax year extension submitted. Waiting on IRS guidance for application submittal. |
| Action: | Initiate an excess biogas utilization study | DELAYED | Moved to FY26 to await the results of the Nutrient Removal Alternatives Evaluation |
| Objective 3.2 | Increase the Agency's energy efficiency through implementation of the Power Monitoring Program | | |
| Action: | Determine and implement next steps in primary channel air optimization study | COMPLETED | The Industrial Assessment Center conducted an Energy Assessment in 2023 and no additional next steps are planned. |
| Action: | Complete Xylem machine learning Treatment System Optimization project | COMPLETED | The project was initiated in the summer of 2023 and subsequently cancelled due to insufficient data. |
| Action: | Conduct Organic Waste Receiving Station energy assessment and evaluate energy conservation measures | COMPLETED | The energy assessment was started in May 2024 and energy usage from the new equipment will be monitored in WIMS by July 2024. |
| Objective 3.3 | Evaluate treatment processes to determine opportunities for efficiency, reliability and quality improvements. | | |
| Action: | Conduct Secondary System Loading Study | COMPLETED | The Loading Study was initiated in May 2024 and will be completed by July 2024. |
| Action: | Perform a Nutrient Loading Study | COMPLETED | A biotower nitrification study was completed in FY24. |
| Action: | Install hydrogen sulfide monitoring instruments to optimize the odor control system | ONGOING | Equipment selection was completed in FY24 and equipment installation and optimization will be completed in FY25. |

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| 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 | COMPLETED | CMSA monitored BABC activities. |
| Action: | Support Marin Sanitary Service's Organic Recovery Program Expansion | COMPLETED | CMSA worked with MSS on expanding the program and has been successfully accepting new sources of expired and depackaged food waste. |
| Action: | Support CalRecycle's co-digestion efforts by effectively utilizing co-digestion grant funding | COMPLETED | Progress reports and reimbursement requests were successfully submitted to CALRecycle for the Liquid Organic Waste Receiving & Biogas Treatment Upgrades Project. |
| Action: | Support CalRecycle's organics diversion efforts by installing high efficiency grit washing systems | ONGOING | Two new grit washing systems were pre-purchased in May 2024 and will be installed in FY25. |
| Objective 4.2 | <i>Promote interagency coordination of projects and initiatives</i> | | |
| Action: | Track developments on regional nutrient watershed permit and its potential impacts to CMSA | COMPLETED | Staff tracked on the permit developments, reported the CMSA impacts to the Board, and issued an RFP for a nutrient removal alternative evaluation. |
| Action: | Monitor MMWD water supply decisions, and engage in discussions if expanding recycled water use is considered | COMPLETED | MMWD GM attended the November Board meeting and presented the district's water supply roadmap. RW is a low priority to MMWD at this time. |
| Action: | Install an influent flow meter on San Rafael Interceptor and evaluate meter performance | COMPLETED | New influent flowmeter was installed in September 2023 and the meter performance will be evaluated over the 2024 dry season. |
| Action: | Support JPA Agencies with SSO monitoring and sample analysis | COMPLETED | Staff supported JPA Agencies as needed with SSO monitoring. |

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| 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 are being developed and seminars are being scheduled throughout FY25. |
| Action: | Schedule an onsite retirement consultant to discuss investment funds and options | COMPLETED | Meetings are being scheduled for the summer of 2024. |
| Action: | Update of Benefit Reference Guide | ONGOING | The update was initiated in FY24 and will be completed in FY25. |
| 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 | COMPLETED | A new Administrative Services Manager, Accounting Technician, and Administrative Specialist were hired in FY24. An Operations Succession Plan is being implemented. |
| Action: | Hire retired annuitants to train and develop new employees | COMPLETED | Retired E/I annuitants trained the two new E/I technicians. |
| Action: | Evaluate participation in local job fairs. | COMPLETED | Participation was evaluated and found not to be cost effective. |
| Objective 5.3 | Enhance employee work culture | | |
| Action: | Hold an Agency summer barbeque, holiday party, and safety program recognition event | COMPLETED | Summer 2023 BBQ was a success as was the Holiday party. The Summer 2024 BBQ has been scheduled. |
| Action: | Submit applications for industry awards, and recognize award winners | COMPLETED | CWEA applications were submitted and five awards were received. |
| Objective 5.4 | Maintain a safe and secure work environment | | |
| Action: | Conduct a safety culture survey | COMPLETED | A survey was completed in FY24 and follow-up meetings with staff and management were held to discuss findings and implement opportunities for improvement. An action plan was developed. |
| Action: | Evaluate areas for improved fall protection | COMPLETED | Various fall anchor location evaluations were completed, and anchors were installed. Staff was trained on the new anchors and a pump station fall hazard assessments will be completed in June 2024. |
| Action: | Begin lockout/tagout procedures update project | COMPLETED | Historical LOTO procedures and legacy software were evaluated and comprehensive update plan for all LOTO procedures was developed and will be implemented in FY25. |

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| 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: | Create master index of existing financial reports in Tyler for quick reference | ONGOING | Currently ongoing following ASM recruitment. |
| Action: | Launch digital bulletin board for internal announcements | COMPLETED | The digital bulletin board program was launched in the fall of 2023. |
| Action: | Develop new and update existing environmental services standard operating procedures | COMPLETED | The operating procedures were updated. |
| Objective 6.2 | Improve Agency documents and file management | | |
| Action: | Audit and update all Agency forms and ensure file paths are correct | ONGOING | Currently ongoing following ASM recruitment. |
| Action: | Digitize select historical engineering records | ONGOING | Engineering interns will complete the digitization in the summer of 2024. |
| Objective 6.3 | Improve communication security and reliability | | |
| Action: | Procure new Internet and telephone contracts | COMPLETED | New contracts were procured in FY24. |
| Action: | Create formal cyber incident response plan | COMPLETED | A draft plan was developed in May 2024 and will be finalized by July 2024. |
| Objective 6.4 | To manage risk, reduce or eliminate single points of failure | | |
| Action: | Replace data backup depository | COMPLETED | The data backup repository was replaced in FY24. |
| Action: | Develop Programmable Logic Controller support training plan for Electrical/Instrumentation staff | COMPLETED | A support training plan was developed and rolled out. |
| Action: | Continue cross training Environmental Services Analysts in Laboratory functions | COMPLETED | Cross training for wet season laboratory analyses and SSO analyses was completed. |