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## What's Happening Now...

### Moving Forward With Strategic Business Planning



ASPC revisited the Goals developed in February to make the Goals and Objectives consistent with the Agency's Purpose, Vision and Mission. The revised Draft Goals are:

- ◆ CMSA will continue to operate and maintain its wastewater facilities to produce high quality effluent and biosolids, and to meet or exceed changing regulatory requirements.
- ◆ CMSA will continually improve financial management programs to ensure transparency, financial sustainability and sound fiscal management.
- ◆ CMSA will incorporate green business principles in its short and long term planning.
- ◆ CMSA will lead or actively participate in collaborative discussions and efforts to address regional environmental opportunities and challenges.

The Agency Strategic Planning Committee (ASPC) held workshops on February 24 and March 29, 2011 to develop the Goals and Objectives to fulfill the Agency's Purpose, Vision and Mission. The ASPC drafted seven Goals at the February workshop which were accepted by the Board at their March meeting. The group then divided into four smaller working groups, each group tasked with developing Objectives. ASPC members were asked to bring to their department or work group perspectives on the strategic objectives that would enable the Agency to achieve specific goals.

The March workshop was facilitated by HDR and focused on refining the Objectives developed by the working groups. The

- ◆ CMSA will retain and attract high quality employees by providing a work environment that motivates staff and fosters professional development.
- ◆ CMSA will expand its internal and external communication programs.

The ASPC will have two more workshops to develop Strategic Actions to implement the 17 Objectives that have been identified thus far. ◆◆◆ Pictured, above: CMSA employees on the ASPC work with an HDR facilitator on goals and objectives.

### Keeping Up With Maintenance

Through asset management and planned maintenance, CMSA is always monitoring its equipment. In recent months, staff noted that the performance of one of the centrifuges had been slipping. After much testing, the problem was determined to be an issue with the scroll. Upon complete disassembly, Maintenance staff found a large material build-up inside the scroll separation chamber. The material was chipped away and samples were sent out to a lab to determine what the material consisted of. Results are pending. ◆◆◆



Pictured, right, is the interior of Centrifuge #2.

## Administration Building Grounds Restoration

One issue the Agency's administrative building has faced since it's construction in 1985 is the settling of the ground around the front face of the building. Over time, the settling has created large voids under the building. These voids were a perfect place for critters to make a home, particularly skunks and possums. The Maintenance Department came up with a way to solve this problem by backfilling parts of the voids and adding steel mesh and a felt cloth material across the affected surface area. The ground level to the existing foundation elevation was raised by building a stone retainer wall and backfilling with topsoil.

The stones along the retainer wall are custom cut to fit together and serve the purpose of solving the problem while making the building more attractive. Pictured, *right*, is a photo of the work in progress. ♦♦♦



## Finance News

### Monthly Budget Performance

As of February 28, the Agency received 72.6% of budgeted operating revenue and incurred 62% of total budgeted operating expenses. Debt Service contributions from JPA member agencies were 100% of budget.

Asset Management projects and equipment rehabilitation activities were at 58.3% of budget. Actual expenditures total \$333k and outstanding purchase orders total \$304k for the CMMS and Asset Management systems, chemical pumps, gates rehabilitation, cogeneration engine major maintenance, sludge hopper maintenance, process tank maintenance and other improvements.

The Revenue Bond Program is at 83% of budget and includes \$521.7k in contractual obligations associated with the Administration Building Modification Project, the Agency Capital Master Plan, Biosolids to Energy Initiative and the Digester Improvement/FOG Facility Project.

The remaining budget balance of \$11.9 million represents Revenue Bond funded activities in FY 11 through FY 12. ♦♦♦

### FY 2011/2012 Budget To Meet GFOA Distinguished Budget Criteria

Over the past year, the Agency has aligned the presentation of its financial reports to guidelines prescribed by the Government Financial Officers Association (GFOA).

GFOA encourages public entities to produce high quality financial reports to be accessible and easily understandable for the general public and other interested parties without a background in public finance. Most recently, the Agency prepared a Popular Annual Financial Report (PAFR) to accompany the FY 2009-10 Comprehensive Annual Financial Report (CAFR).

In February, the Agency initiated the process to develop the annual budget for the upcoming fiscal year, and Finance staff has commenced with efforts to format the budget presentation to conform with GFOA guidelines. The FY 12 Budget will be present to reflect the document's importance as a policy document, a financial plan, an operations guide, and a communications device.

In March, the following elements of the FY 12 Budget were developed by the groups indicated.

Finance Department: Employee compensation items, salaries & benefits.

All Departments: Departmental operating budget and updated account descriptions to reflect proposed expenditures.

CIP Committee: 10-year CIP plan with budget estimates for capital and asset management projects.

Safety Director: Safety Program and training activities.

The JPA Member Agencies also reported their final EDU counts for FY 11 and provided an estimate for FY 12 EDU. The EDU data will be used to develop the FY 12 revenue budget for service and debt service charges. Service charges received from the JPA members represent over 90% of the total annual revenues received by CMSA to fund its operations. An overview and major components of the draft budget will be presented to the Board Finance Committee in April for review. Guidance received from the Finance Committee will be incorporated into the draft FY 12 Budget which will be presented to the CMSA Board for review in May 2011.

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## Administration Building Expansion Project

The Administration Building Expansion Project is in the final completion phase. The contractor, DL Falk, is working on punch list items, and the City of San Rafael will perform the final inspection of the project soon. The new facilities include the expanded women’s locker room, the new Environmental Service offices, Bioassay Lab and storage areas, and ADA compliance remodeling in the men’s locker room – are all occupied or ready for occupancy. The building’s fire alarm system was completely replaced, and all the mechanical and control equipment for the HVAC system was upgraded as well.



Besides the remodeling work, all the restroom fixtures throughout the plant have been changed to low flow fixtures to facilitate a reduction in our overall water consumption. This brings the Agency into accordance with recommendations provided by Marin Municipal Water District after their last water use audit. Together, these water and energy efficiency upgrades help CMSA honor one of its main values—to stay in the forefront as a green business in Marin County. ♦♦♦

Pictured, *left*, is the new men’s ADA compliant shower, complete with a new epoxy floor system.

## Agencywide Projects

**Aeration Blower Replacement:** This month, our project team received and reviewed the 50% design submittal from the design engineer, Carollo Engineers. The plan is to replace two of the four current multistage centrifugal blowers - originally installed in 1985 - with two new turbo blowers. These are state-of-the-art pieces of equipment that operate at higher efficiencies, producing significant energy savings. They also provide better operational controls. The units are compact and come as a package system, complete with controls. The 100% designs will be prepared and reviewed following Carollo’s review of the Team Comments. This contract is planned to be finalized and ready for the Board to adopt at their June meeting, with award planned for their August meeting and construction starting in late August or early September.

**Cathodic Protection/Corrosion Survey:** The Agency engaged JDH Corrosion Consultants to perform annual cathodic protection monitoring on the land portion of the Marine Outfall, and sections of the Ross Valley interceptor. The impressed-current cathodic protection system provides corrosion protection to our pipelines’ infrastructure. This year, the periodic Close Interval Survey will also be conducted, which involves testing soil conditions every ten feet along the Outfall pipeline. Previously this was done directly over the pipeline, in the road right-of-way, but to avoid damaging the City’s new pavement overlays in the area, this survey will be conducted in adjacent landscaped areas within the Agency’s easement. Staff are preparing an informational package for property owners describing the work and depicting the pipeline and easement locations.

**Digester Improvements and FOG/Food to Energy Facility:** This project will reduce the amount of natural gas the Agency procures to run its cogeneration engine by replacing aging equipment and constructing a new Fats Oils and Grease (FOG) and food waste receiving station. One feature of the project is replacing the existing floating metal digester covers with new membrane covers, providing enhanced gas storage. Contract documents were adopted by the Board at their February 2011 meeting, advertised beginning in mid-February, and bids were opened on March 24<sup>th</sup>. There was much interest during the bid period, with 28 contractors requesting plan sets and 14 attending the prebid conference. However, only three sealed bids were submitted, and this relatively low number was likely due to other similarly sized (or larger) public works projects bidding the same week. The lowest bidder was GSE Construction, Inc. of Livermore, for the lump-sum bid fixed price of \$5,787,000. Staff reviewed GSE’s bid, determined it was responsive, and is recommending award to them at the April Board meeting. Once the contract is executed, construction is expected to take 600 calendar days, through the end of calendar year 2012.

*Pictured near right is the existing floating steel cover, and far right is the artist’s conception of a new membrane digester cover. ♦♦♦*



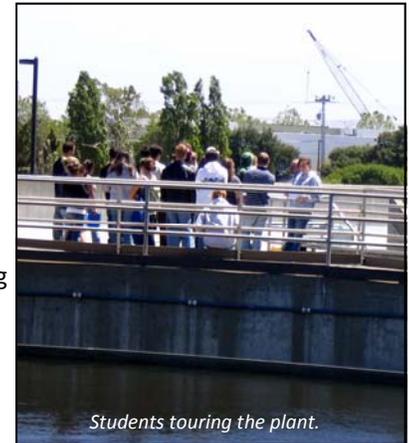
## Capital Improvements Program Team

The Capital Improvement Program Team is implementing improvements to the Capital Improvement Program (CIP) recommended by Kennedy/Jenks after their review last year. The team is also implementing other improvements such as simplifying the presentation of CIP and Asset Management elements in Agency documents, integrating larger elements of the Strategic Asset Management Program into the planning process, streamlining the development of the annual and 10-year CIP schedules and proposed budgets, and improving tracking of schedule and budget performance. The CIP Team drafted their initial CIP schedules, proposed budgets, and other documents. They will be finalized and ready for the Board’s Finance Committee to review in late April. ♦♦♦

## News From Environmental Services

**The Lab:** CMSA’s lab certification has been renewed for the next two years. The Environmental Laboratory Accreditation Program (ELAP) will begin their inspection process with our lab. These inspections cover the bioassay, and the chemical and bacteriological analyses the lab performs, and have gone very well for CMSA in the past.

**Public Outreach:** On Valentine’s Day, 35 Marin Academy Environmental Science students toured the treatment plant and learned how wastewater is treated and about storm drains and sanitary sewers. On March 17 and 18, staff visited Marin Academy to assist students with a copper mercury audit of their school. Staff interviewed students about environmental testing research projects they were proposing and graded them on their hypothesis formation and the delivery of their research proposals.



*Students touring the plant.*

**Environmental Compliance/Industrial Waste Program:** Staff have been working with the Marin County Stormwater Pollution Prevention Program and the Regional Water Board to train inspectors on how to make inspections as effective as possible. Staff spoke at the training workshop about public outreach and the kinds of inspections performed. Staff will serve on a panel for other cities and districts, to answer questions about how to effectively set up an inspection program.

**Outside/Contract Services:** The first round of 2011 FOG inspections is nearly complete, and overall compliance has been very good.

**Mercury Reduction Program:** Staff has performed a phone survey of all dental facilities in the Las Gallinas Valley and Central Marin service areas. Only two dentists in the LGVSD service area have not installed their equipment and they are currently in the process of doing so. Overall, it appears LGVSD will have between 93%-100% compliance, and CMSA has about 85%-90% compliance. The program continues to provide education and support to those who need help complying. ♦♦♦

## Operations Highlight—Final Effluent Polishing System

All departments have been working on the Polishing System and it’s now ready for testing. This system was designed to minimize the use of our de-chlorination chemical Sodium Bisulfite (SBS). With the new Polishing System, we can lower the SBS dose to a level that just satisfied the demand for dechlorination, so the Agency saves on chemical usage every day. Currently, CMSA doses at a rate that ensures a zero



chlorine residual will be discharged to the SF Bay. In the event the second set of analyzers, pictured, senses a small amount of chlorine residual, the SBS Polishing pump will dose a small rate of SBS chemical to ensure a zero chlorinated discharge at a minimal dose. This unit will be tested over the next few weeks in order to fine tune the controls and will be fully functional by the end of April. ♦♦♦

## Electrical/Instrumentation Highlight— New Flow Meter Installation

The Electrical/Instrumentation group installed a new flow meter in the Ross Valley influent pipeline. The old meter had been in service for 25 years and was beginning to fail. The manufacturer no longer supports the old meter, so staff looked for alternatives. The meter installed on the San Rafael line has been in operation for a number of months and staff are pleased with the results. The new meters were installed in a hot tap and give accurate readings across a large flow range. ♦♦♦

