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# What's Happening Now...

## Improvements Under Way

The Digester Improvements and FOG/Food to Energy Facility project was awarded in April to GSE Construction for the lump-sum bid fixed price of \$5,787,000. Following issuance of the Notice to Proceed with construction in May, on-site work began in early June.

GSE began the project by using nitrogen to purge the digester gas from the first digester to be retrofitted. Once the digester gas was purged, Agency staff finished lowering the level of the digester contents to just below the access hatches, and then the digester's sludge and gas systems were completely isolated and turned over to GSE.

The next steps in the project are to empty the digester, remove the solid residuals, and clean the interior. These

steps are now underway. The residual contents are dewatered with belt filter processes, with the solids being hauled away for disposal at a permitted facility. Once the digester has been emptied and cleaned, GSE will begin demolishing the steel cover and the gas mixing equipment, and CMSA staff will inspect the interior concrete surfaces. Assuming no major

repairs are needed to the concrete, the project is on track to have the first digester returned to service with its new pumped mixing system in May 2012. The new pumped mixing system, together with the FOG facility (another project element) should enhance biogas production from the anaerobic digesters, reducing the Agency's

reliance on fossil fuels to fuel its cogeneration engine. The project is scheduled to be complete by April 2013. On the Agency's website ([www.cmsa.us](http://www.cmsa.us)), live webcams are capturing the progress of the project. ♦♦♦



*Pictured above: The dewatering belt press and solids disposal.*



*Far right: Cleaning the interior of the digester.*

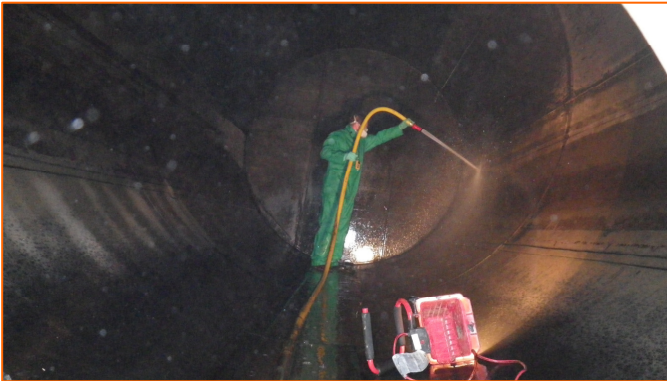


*Near right: Live webcam-captured image of the digester retrofitting.*



## Agencywide Projects & Programs

**Secondary Clarifier Drive Replacement:** This Secondary Clarifier drive unit (pictured, right) has served CMSA well for over 25 years. This is the first of four drive units that will undergo repair and refurbishment work in an effort to extend their useful life cycles. Driven by our asset management program, staff will replace and refurbish one drive unit per year. The new drive unit, coupled with work being completed on system pumps, piping, sluice gates and valves will effectively extend the life cycle of this clarifier by more than 15 years. ♦♦♦



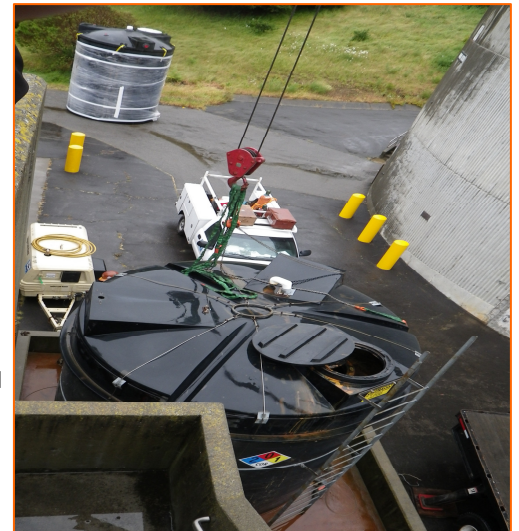
**Headworks Building Ferric Chloride Tank Condition Assessment:** Operator Brian Bokkin (pictured, left) is completing final cleaning in one of the two Headworks bulk Ferric Chloride storage tanks. CMSA staff has inspected these tanks every five years for physical damage and signs of material deterioration. Based on industry standards and the age of both tanks, 26 years, staff recommended a professional tank inspection service be hired to conduct a thorough examination of both tanks. These tanks possess a special rubber lining which prevents the extremely corrosive Ferric Chloride chemical from damaging the outer steel walls. JDH Corrosion Consultants

were contracted to perform a condition assessment of the tanks and determine the condition of the interior rubber lining. The assessment found that although there are some minor divets in the rubber lining, there is no reason for concern at this time. JDH recommended we re-evaluate the tanks in 3-5 years. While the tanks were out of service, Maintenance took advantage of the opportunity to replace 12 existing isolation valves and added two additional valves to further reduce the potential for a spill. ♦♦♦

**Solids Handling Building Ferric Chloride Tank Replacement:** The replacement of this bulk Ferric Chloride storage tank (pictured, right) was completed in early June, in the rain! This tank was at the end of its service life and in need of necessary repair work. In addition to a broken level indicator, cracks in the tank wall near the fill and drain lines



were discovered. Staff also discovered more than 18" of solids deposited on the bottom of the tank. It was determined that the solids in the tank bottom were responsible for plugging issues we've battled for the past several months. Ferric Chloride used for various applications at CMSA is a by product of the Steel Industry and may contain in-organic solids that can settle to the bottom of tanks over a period of time. In order to combat the solids build-up in the future, Maintenance staff installed a recirculation line which is designed to enable Operations to keep the solids from building up and settling to the bottom of this tank. ♦♦♦



**Aeration Blower Replacement:** Carollo Engineers submitted the 100% Plans and Specifications at the end of June, and the contract was adopted by the Board at their July meeting. The bid package is anticipated to be advertised for public bid in mid-July, with bid opening on August 19th and an award recommendation for the Board at their September meeting. Construction is planned to take 10 months from the issuance of the Notice to Proceed, with completion in late June or early July 2012. After the project is completed, we expect to have energy savings of up to 30% compared to the original blowers. Pictured here are the existing aeration blowers. The two on the right will be replaced. ♦♦♦

**Cathodic Protection/Corrosion Surveys:** In June JDH Corrosion Consultants performed the annual cathodic protection survey on CMSA's buried pipelines and a Close Interval Survey on our 84-inch diameter Outfall pipe under South Francisco Blvd. and Morphew Avenue in San Rafael. The test results indicate that the pipeline is properly protected from corrosion by the cathodic protection system. This will ensure that this major asset will remain in good condition into the foreseeable future. ♦♦♦





## Agency Policies & Procedures Update

As part of it's culture of continuous improvement, CMSA has developed two new policies:

**New Catastrophic Leave Policy:** Staff drafted, and the Board approved, a Personnel Policy that addresses the challenges faced by those who experience a catastrophic event. This new Policy allows employees to voluntarily donate accrued sick or vacation time to another employee who is on catastrophic leave and about to exhaust his or her leave time during the catastrophic event. Any donated leave is transferred between the employees on an hour for hour basis each pay period that the leave is needed.

**Revision to Cost-Savings Award Program:** In June, the CMSA Board authorized the conversion of the Pilot Cost Savings Award Program to a permanent Agency program. The existence of a Cost-Savings Award Program will fulfill the goal and actions in the Agency's new Strategic Business Plan that pertain to the Agency's Mission of "maintaining a diverse workplace that fosters professional growth, teamwork, succession planning and job satisfaction." The Program encourages employees' efforts to identify and implement ways of saving money in CMSA operations and/or business practices and, if accepted after review, shares a portion of the proven savings with the staff who developed the cost-saving proposal. ♦♦♦

## Finance News

### The CMSA Budget

The FY 2011-12 Budget was adopted by the CMSA Board on June 14th. The Budget represents the revenue and expenditure plan for the Agency, which consists of:

→ Combined Sewer Service Charges of \$275.82 per Equivalent Dwelling Unit (EDU)—\$169.74 for Operating Sewer Service Charges and \$106.08 for Debt Service on CMSA Revenue Bonds.

→ Budgeted total EDU count of 54,864 in the combined service area.

→ Authorized staffing of 41 positions which includes a shared safety director position that is jointly funded by Novato Sanitary District, Sausalito Marin City Sanitary District, and the Sewerage Agency of Southern Marin.

→ Total Operating Revenues of \$10,020,062.

→ Total Operating Expenditures of \$9,426,423.

→ Total Revenue collected for Debt Service and the Capital Improvement Program of \$5,819,892.

→ Total Capital Improvement Program Expenditures of \$7,573,274.



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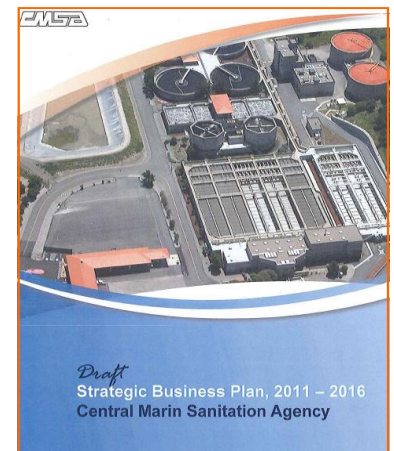
**Adopted  
 Operating & Capital Budget For  
 Fiscal Year  
 2011 - 2012**

The Agency is completing a comprehensive budget document that presents the budget in a format that follows guidelines recommended by the Governmental Finance Officers Association to make finance documents easily understandable for those without a background in public finance. This document highlights the Budget's importance as a 1) policy document that reflects the priorities for the Agency, 2) a financial plan that appropriates revenues for expenditures, 3) an operations guide that specifies department and staff responsibilities by budget accounts and projects, and 4) a communications device that conveys the Agency's services, responsibilities, and priorities to stakeholders and constituents. ♦♦♦

## Strategic Business Planning

The Agency Strategic Planning Committee held its final workshop in June and completed its charge of developing strategic goals, objectives, and actions to align with the Boards purpose, vision, and mission for the Agency. The draft Strategic Business Plan (SBP) was presented to the Board at their July meeting and will be finalized for adoption in September. Once adopted, the Agency will begin to develop an implementation schedule with departmental and staff assignments.

The draft Strategic Business Plan is available by visiting the Agency's website homepage at [www.cmsa.us](http://www.cmsa.us). ♦♦♦



**CMSA**  
*Draft*  
**Strategic Business Plan, 2011 – 2016**  
**Central Marin Sanitation Agency**

## News From Environmental Services

**Public Outreach:** The Public Ed Program gave away over 3,000 quizzes at recent public education and outreach events. The Salmon Festival in Tiburon, the Fairfax Ecofest, Wetlands Days at Sewerage Agency of Southern Marin in Mill Valley, and the Marin County Fair were all very successful events. The outreach booth is always popular and the public are educated about what they can flush down the toilets in their homes, how to properly dispose of fats, oils, and grease, how to dispose of unused pharmaceuticals, and information about how to reduce the amount of copper, mercury, and dioxin released to the environment.



*Pictured, Marin County Fair attendees take quizzes at the Public Ed Booth.*

Many of the people attending the events had positive comments about what they learned and expressed interest in learning about our award winning public outreach program. The children in Marin County scored 9% higher on their environmental quizzes at the Marin County Fair than children outside of our service area! This is an indication that our school outreach program, which has already reached 2,542 students, is successful.

CMSA is also a touring destination for many of the schools within our service area and beyond. We have given recent tours to Marin Academy, Dominican University, and the University of San Francisco. People are already scheduling tours well into 2012! Maybe we should begin selling tickets since our reputation for

providing comprehensive educational tours of our award winning treatment plant seems to be spreading.

**Laboratory Activities:** We are analyzing our California Dept. of Public Health Laboratory Certification samples in order to maintain lab certification. The unknown samples are analyzed and our results must be within a very narrow margin of acceptance in order to maintain our certification for all of the different testing procedures we perform in our laboratory. The results are reported to the Environmental Laboratory Accreditation Program, the U.S. EPA and the State Water Board.

We are also performing additional testing during the warm weather months to monitor the sulfide levels in the collection system to help control odors and reduce corrosion. The lab also performs additional samples to assist the Town of Corte Madera to monitor bacteria in its lagoons, to ensure that they are safe for swimming and boating.

**Outside/Contract Services:** We are currently performing the annual permit inspections for restaurants that have licensed companies clean their traps and interceptors.

The second of three rounds of greasetrap self-clean inspections began in May and will continue through July. It is a continuous process of educating restaurant owners and staff about the cleaning of their grease traps and maintaining the cleaning log that we provide them with. Because of good communication and timely inspections, the overall program has been a great success with very good compliance.

**Environmental Compliance/Industrial Waste Program:** The annual inspections for auto facilities that discharge wash water to sewers are complete. Staff will begin annual inspections of over 120 zero discharge auto facilities that store hazardous materials that could potentially be released to the sanitary sewer if not handled properly...we look at this as another great opportunity to perform outreach and education with local businesses about proper storage.

**NPDES Testing:** The CMSA lab testing was in compliance with permit requirements, with 100% fish survival in the May and June bioassays. ♦♦♦

## Long Time Employee Retires...

Joe Smith, an employee who began working at CMSA in 1984 as a Grade I Mechanic, retired on July 8. Known as “The Master” for his superb mechanics abilities, Joe advanced to Maintenance Supervisor during his career at CMSA. He is one of the last original plant staff members who brought the plant on-line, and was on-site during the final phases of plant construction. Joe dedicated 27 years of service and will be missed. Have an eventful and happy retirement, Joe!

*Pictured: Joe (middle) shares an amusing memory with GM Jason Dow, while Asst. Engineer Jacky Wong looks on.*

