



NOTICE OF THE BOARD OF DIRECTORS' REGULAR BI-MONTHLY MEETING

Tuesday, February 13, 2024 at 6:30 PM

AGENDA

LOCATIONS:

Open Session to start at or after 6:30 p.m.

Marin Water Board Room – 220 Nellen Avenue, Corte Madera, CA 94925

Outside location for Director Monty Schmitt – The Hampton Inn, 520 Adobe Road, Room No. 304, Red Bluff, CA 96080

Closed Session to immediately follow Open Session

Marin Water Mt. Tam Conference Room, 220 Nellen Avenue, Corte Madera, CA 94925

Public Participation:

The public may attend this meeting in-person or remotely using one of the following methods:

On a computer or smart device, go to: <https://marinwater.zoom.us/j/88134852296>

By phone, dial: **1-669-444-9171** and use Webinar ID: **881 3485 2296**

HOW TO PROVIDE PUBLIC COMMENT:

During the Meeting: Typically, you will have 3 minutes to make your public comment, however, the board president may shorten the amount of time for public comment due to a large number of attendees. Furthermore, pursuant to Government Code, section 54954.2 (the Brown Act), the Board may not take action or discuss any item that does not appear on the agenda.

-- **In-Person Attendee:** Fill out a speaker card and provide to the board secretary. List the number/letter (ex: 6a) of the agenda item(s), for which you would like to provide a comment. Once you're called, proceed to the lectern to make your comment.

-- **Remote Attendee:** Use the "raise hand" button on the bottom of the Zoom screen. If you are joining by phone and would like to comment, press *9. The board secretary will use the last four digits of your phone number to call on you (dial *6 to mute/unmute).

In Advance of the Meeting: Submit your comments by email in advance of the meeting to boardcomment@marinwater.org. To ensure that your comment is provided to the Board of Directors prior to the meeting, please email your comment 24 hours in advance of the meeting start time. Comments received after this cut off time will be sent to the Board after the meeting. Please do not

include personal information in your comment such as phone numbers and home addresses.

AGENDA ITEMS:

- 1. Call to Order and Roll Call**
- 2. Adoption of Agenda**
- 3. Announcement of Closed Session Item(s); Public Comments on Closed Session Item(s) - None.**
- 4. Reconvene to Open Session; Closed Session Report Out - Not applicable.**
- 5. Public Comment on Non-Agenda Matters**

This is the time when any person may address the Board of Directors on matters not listed on this agenda, but which are within the subject matter jurisdiction of the Board.

- 6. Directors' and General Manager's Announcements (6:40 p.m. – Time Approximate)**
- 7. Consent Items (6:45 p.m. – Time Approximate)**

All Consent Items will be enacted by a single action of the Board, unless specific items are pulled from Consent by the Board during adoption of the agenda for separate discussion and action.

- a.** Minutes of the Board Directors' Regular Bi-Monthly Meeting on January 23, 2024

RECOMMENDATION: Approve the January 23, 2024 meeting minutes

- b.** Award of Contract No. 2016 Wolfback Ridge Tanks Rehabilitation Project (D20009) to Olympus and Associates, Inc.

RECOMMENDATION: Approve a resolution authorizing award of Contract No 2016, Wolfback Ridge Tanks Rehabilitation Project, to Olympus and Associates, Inc. in the amount of \$641,300

- 8. Regular Items (6:50 p.m. – Time Approximate)**

- a.** Memorandum of Agreement between Marin County Fire Department and Marin Municipal Water District

RECOMMENDATION: Approve Memorandum of Agreement between Marin County Fire Department and Marin Municipal Water District

- b.** Strategic Plan Development

RECOMMENDATION: Adopt the District's five-year strategic plan for 2024-2028

- 9. Future Board and Committee Meetings and Upcoming Agenda Items**

This schedule lists upcoming board and committee meetings as well as upcoming agenda items for the next month. The schedule is tentative and subject to change pending final publication and posting of the meeting agendas.

- a.** Upcoming Meetings

- 10. Announcement of Closed Session Item(s); Public Comments on Closed Session Item(s)**

Following announcement of Closed Session items and prior to recess into Closed Session, the public may speak up to three minutes on items to be addressed in Closed Session. The Board will convene to Closed Session in the Mt. Tam Conference Room after public comment.

a. Conference with Real Property Negotiators

(Government Code 54956.8)

Property: 300 Margarita Drive, San Rafael

Agency Negotiation: Ben Horenstein, General Manager

Negotiating Parties: William Feeney

Under Negotiation: Both Price and Terms of Payment

Adjourn closed session and reconvene to open session in the Board Room and via Zoom.

11. Reconvene to Open Session; Closed Session Report Out

12. Adjournment (8:00 p.m. – Time Approximate)

ADA NOTICE AND HEARING-IMPAIRED PROVISIONS

In accordance with the Americans with Disabilities Act (ADA) and California Law, it is Marin Water’s policy to offer its public programs, services, and meetings in a manner that is readily accessible to everyone, including those with disabilities. If you are an individual with a disability and require a copy of a public hearing notice, an agenda, and/or agenda packet in an appropriate alternative format, or if you require other accommodations, please contact the Board Secretary/ADA Coordinator at 415.945.1448, at least two business days in advance of the meeting. Advance notification will enable Marin Water to make reasonable arrangements to ensure accessibility.

Information agendas are available for review at the Civic Center Library, Corte Madera Library, Fairfax Library, Mill Valley Library, Marin Water Administration Building, and marinwater.org.

Posted: 02-09-2024



STAFF REPORT

Meeting Type: Board of Directors
Title: Minutes of the Board Directors’ Regular Bi-Monthly Meeting on January 23, 2024
From: Terrie Gillen, Board Secretary
Through: Ben Horenstein, General Manager
Meeting Date: February 13, 2024

TYPE OF ACTION: X Action Information Review and Refer

RECOMMENDATION: Approve the January 23, 2024 meeting minutes

SUMMARY: The Board of Directors held their regular meeting on January 23, 2024. The minutes of that meeting are attached.

DISCUSSION: None.

ENVIRONMENTAL REVIEW: Not applicable.

FISCAL IMPACT: None.

ATTACHMENT(S):

1. Draft Minutes of the Regular Meeting of the Board of Directors on January 23, 2024

DEPARTMENT OR DIVISION	DIVISION MANAGER	APPROVED
Communications & Public Affairs Department	 Terrie Gillen Board Secretary	 Ben Horenstein General Manager



NOTICE OF THE BOARD OF DIRECTORS' REGULAR BI-MONTHLY MEETING

Tuesday, January 23, 2024 at 5:30 PM

MINUTES

LOCATIONS:

Open Session to start at or after 6:30 p.m.

Marin Water Board Room – 220 Nellen Avenue, Corte Madera, CA 94925

Closed Session begins at 5:30 p.m.

Marin Water Mt. Tam Conference Room, 220 Nellen Avenue, Corte Madera, CA 94925

Public Participation:

The public may attend this meeting in-person or remotely using one of the following methods:

On a computer or smart device, go to: <https://us06web.zoom.us/j/88134852296>

By phone, dial: **1-669-444-9171** and use Webinar ID: **881 3485 2296**

AGENDA ITEMS:

1. Call to Order and Roll Call

President Khush called the meeting to order at 5:30 p.m.

DIRECTORS PRESENT

Larry Russell (Arrived at 5:33 p.m.)

Monty Schmitt

Jed Smith

Matt Samson

Ranjiv Khush

2. Adoption of Agenda

A motion was made by Vice President Samson and seconded by Director Schmitt to adopt the agenda.

Voting Yea: Directors Schmitt, Smith, Samson, and Khush

Absent: Director Russell

3. Announcement of Closed Session Item(s); Public Comments on Closed Session Item(s)

President Khush announced the upcoming Closed Session items.

There was no public comment on these particular items.

The Board adjourned to Closed Session at 5:33 p.m. and went to the Mt. Tam Conference Room.

Director Russell arrived.

- a. Conference with Legal Counsel - Anticipated Litigation**
(Significant exposure to litigation pursuant to paragraph (2) or (3) of subdivision (d) of Section 54956.9.)

Number of Potential Cases: 3

- b. Conference with Real Property Negotiators**
(Govt. Code §54956.8)

Property: 100 Larkspur Landing, Larkspur, CA

Agency Negotiator: Ben Horenstein

Negotiating Parties: Ken Wu, Rob Perkins, TDA Investment Group

Under Negotiation: Price and Terms

4. Reconvene to Open Session; Closed Session Report Out

The Board reconvened to Open Session at 6:38 p.m.

President Khush announced that the Closed Session adjourned at 6:32 p.m. with no reportable action.

5. Public Comment on Non-Agenda Matters

There was one (1) public comment.

6. Directors' and General Manager's Announcements

- Vice President Samson reported that he attended a Tomales Bay Foundation meeting, and announced two upcoming events: a broom eradication event on the watershed next month on February 17 and a meeting on February 8 with the Marin Conservation League's (MCL) Park and Open Space Committee regarding the benefits of prescribed fire.

7. Consent Items

- a. Minutes of the Board Directors' Regular Bi-Monthly Meeting on January 9, 2024

RECOMMENDATION: Approve the January 9, 2024 meeting minutes

- b. General Manager's Report December 2023

RECOMMENDATION: Approve Report

- c. Grant Funding Agreements for Integrated Regional Water Management Program and Wildlife Conservation Board Grant Awards

RECOMMENDATION: Review receipt of grant awards for the Integrated Regional Water Management (IRWM) grant and Wildlife Conservation Board (WCB) grant and consider approving grant awards and authorizing the General Manager to sign grant agreements and other documents necessary for acceptance

- d. Water Efficiency Incentives - Flume Program Changes

RECOMMENDATION: Authorize the General Manager to execute the Participation Agreement for Direct Distribution of Whole-Home Flow Monitoring Device with the California Water Efficiency Partnership

- e. 2nd Amendment to District Lease No. 67, Marin Emergency Radio Authority (MERA) at Forbes Reservoir Site, San Rafael (APN 010-261-02)

RECOMMENDATION: Approve 2nd Amendment to District Lease No. 67 with Marin Radio Emergency Authority (MERA) at Forbes Reservoir Site, San Rafael

- f. Request Approval to Reclassify the Watershed Resources Manager Position to Director of Watershed Resources

RECOMMENDATION: Authorize the General Manager to reclassify the Watershed Resource Manager position to Director of Watershed Resources

A motion was made by Director Smith and seconded by Director Schmitt to approve the Consent Calendar.

There were four (4) public comments.

Voting Yea: Directors Russell, Schmitt, Smith, Samson, and Khush

8. Regular Items

- a. 2024 Board of Directors Committee Assignments

RECOMMENDATION: Approve the appointment of the Marin Municipal Water District Directors to internal standing committees and to external regional committees as representatives of the District

Communications & Public Affairs Manager Adriane Mertens introduced this item. Then, President Khush provided a list of his proposed committee assignments.

A motion was made by Director Smith and seconded by Vice President Samson to approve the 2024 Board of Directors Committee Assignments.

There were no public comments.

Voting Yea: Directors Russell, Schmitt, Smith, Samson, and Khush

b. Water Supply Update

RECOMMENDATION: Receive staff update on water supply conditions

Water Quality Manager Lucy Croy provided a presentation. There was discussion with the Board during and after the presentation.

There were no public comments.

This was an information item. The Board did not take any formal action.

c. Strategic Plan Development

RECOMMENDATION: Adopt the District’s next five-year strategic plan

Communications & Public Affairs Manager Mertens and consultant Charles Gardiner, with The Catalyst Group, introduced this item. Staff provided to the Board proposed edits to the five goals and objectives based on Board feedback to staff.

There were seven (7) public comments.

Based on the number of comments received by staff, General Manager Ben Horenstein suggested that staff make some further revisions and bring the five-year strategic plan back to a future Board meeting for adoption. The Board concurred with this suggestion and no formal action was taken.

9. Future Board and Committee Meetings and Upcoming Agenda Items

a. Upcoming Meetings

The Board Secretary announced upcoming internal and external meetings.

There was no public comment.

This was an information item. The Board did not take any formal action.

10. Announcement of Closed Session Item(s); Public Comments on Closed Session Item(s) - None.

11. Reconvene to Open Session; Closed Session Report Out - Not applicable.

12. Adjournment

There being no further business, the Board of Directors' Regular Bi-Monthly Meeting adjourned at 8:54 p.m.

Board Secretary



STAFF REPORT

Meeting Type: Board of Directors

Title: Award of Contract No. 2016 Wolfback Ridge Tanks Rehabilitation Project (D20009) to Olympus and Associates, Inc.

From: Alex Anaya, Director of Engineering

Through: Ben Horenstein, General Manager

Meeting Date: February 13, 2024

TYPE OF ACTION: X Action Information Review and Refer

RECOMMENDATION: Approve a resolution authorizing award of Contract No 2016, Wolfback Ridge Tanks Rehabilitation Project, to Olympus and Associates, Inc. in the amount of \$641,300

SUMMARY: This item was reviewed by the District Operations Committee on December 15, 2023, and was referred to the Board for contract award. The Wolfback Ridge Tanks Rehabilitation Project will rehabilitate two 25,000 gallon welded steel water storage tanks located in Sausalito, California.

DISCUSSION: The Wolfback Ridge Tanks, originally constructed in 1997, consist of two, 25,000 gallon welded steel storage tanks that are located on Wolfback Ridge Road in the City of Sausalito. After 26 years in service, the interior roof and roof rafter system of both tanks are in poor condition due to failed interior coating and require replacement. The Wolfback Ridge Rehabilitation Project will replace the roof of each tank and recoat both the interior and exterior of each tank.

On January 11, 2024, the District advertised the project and on January 30, 2024, the District received and opened three (3) bids for the Wolfback Ridge Tanks Rehabilitation Project. Olympus and Associates, Inc. submitted the lowest responsive and responsible bid in the amount of \$641,300. Olympus and Associates, Inc. has completed several tank rehabilitation projects for the District in the past. Their bid documents have been reviewed and are complete and satisfactory.

The Wolfback Ridge Tanks Rehabilitation Project includes the following scope items for each tank:

- Replace the tank roof plates, roof rafter system, access hatch and anode access holes;
- Replace the tank center vent and center support plate;
- Recoat both the interior and exterior of the tank

The contractor will be required to follow all Federal, State and local regulations pertaining to worker safety, environmental protection, and waste disposal for projects involving heavy metals based paint.

Following award of the contract, the contractor will be required to submit written plans describing their methods for complying with Federal, State and local regulations as defined in the contract specifications.

On January 30, 2024, the District received three (3) bids for the Project. Bid results are provided in the Table below:

Bid Results
Wolfback Ridge Tanks Rehabilitation Project

Bid Rank	Contractor Name	Bid Amount
1.	Olympus and Associates, Inc.	\$641,000
2.	Farr Construction/ Resource Development Company	\$1,234,676
3.	Euro Style Management	Non-Responsive

Engineer’s Estimate: \$750,000

Budget:

- Contract Award: \$641,000
- Contingency (15%): \$97,000
- District Labor/Inspection: \$214,000
- Total Budget: \$952,000
- Budget Category: A1A01

Project Implementation:

- Project Advertisement: January 9, 2024
- Project Award: February 13, 2024
- Estimated Completion Date: February 28, 2025
- Duration: 381 days

ENVIRONMENTAL REVIEW: The Director of Engineering has found that the Project is Categorically Exempt pursuant to California Environmental Quality Act (CEQA) Guidelines Section 15301(b), Existing Facilities. The Project qualifies for exempt pursuant to Section 15301(b) inasmuch as the project is a maintenance activity of existing water storage tanks.

PUBLIC OUTREACH EFFORTS: Project signs will be posted at the entrance to the tank site. In addition, a project letter to nearby consumers who may be affected by this project will be sent out informing them of the need for the rehabilitation project and the types of minor inconveniences that may occur, i.e. extra traffic, noise, etc. In all cases, the contractor shall be required to take the necessary steps to minimize any inconveniences to the nearby neighborhood.

FISCAL IMPACT: The total cost to complete the Wolfback Ridge Rehabilitation Project is estimated at \$952,000

ATTACHMENT(S):

- 1. Resolution
- 2. Consumer Notification Letter
- 3. Notice of Exemption

DEPARTMENT OR DIVISION	DIVISION MANAGER	APPROVED
Engineering	 Alex Anaya Engineering Director	 Ben Horenstein General Manager

MARIN MUNICIPAL WATER DISTRICT

RESOLUTION NO.

**A RESOLUTION OF THE BOARD OF THE MARIN MUNICIPAL WATER DISTRICT
APPROVING AWARD OF CONSTRUCTION CONTRACT NO. 2016 TO OLYMPUS AND
ASSOCIATES, INC. FOR THE CAPITAL IMPROVEMENT PROJECT WOLFBACK RIDGE
TANKS REHABILITATION PROJECT**

WHEREAS, on January 11, 2024, the District advertised Contract No. 2016, Wolfback Ridge Tanks Rehabilitation Project (D20009), which will rehabilitate two 25,000 gallon welded steel potable water storage tanks; and

WHEREAS, the District received and publicly opened three (3) bids on January 30, 2024, of which Olympus and Associates, Inc. bid of \$641,000 was the lowest responsive and responsible bid.

NOW, THEREFORE, THE BOARD OF DIRECTORS RESOLVES that:

1. The bid of \$641,000 submitted by Olympus and Associates, Inc., for the Wolfback Ridge Tanks Rehabilitation Project under Contract No. 2016 (“Contract”) was the lowest responsive and responsible bid submitted therefor, and said bid is hereby accepted.
2. A Contract for this project be awarded to said low bidder, and the General Manager is authorized and directed to execute said Contract on behalf of the District upon receipt of a performance bond, payment bond, proof of insurance, and the executed contract for the work from said bidder.
3. The General Manager is authorized to execute any and all future amendments to the Contract, which he deems necessary, without further Board approval, so long as those amendments to the Contract do not exceed \$97,000.
4. Upon complete execution of said Contract, the bonds and/or checks of the other bidders are to be returned to said other bidders, and all bids other than that of Olympus and Associates, Inc., are to be rejected.
5. The project is Categorically Exempt from review under Section 15302(b) of the CEQA Guidelines inasmuch as the project is a maintenance activity of an existing water storage tank.

PASSED AND ADOPTED this 13th day of February, 2024, by the following vote of the Board of Directors.

AYES:

NOES:

ABSENT:

Ranjiv Khush
President, Board of Directors

ATTEST:

Terrie Gillen
Board Secretary



Water infrastructure improvements planned for your area October 2024 to February 2025

About the Wolfback Ridge Rehabilitation Project

In fall of 2024, Marin Water will begin rehabilitation efforts on the two 25,000 gallon welded steel Wolfback Ridge Tanks located on Wolfback Ridge Road. See map on the opposite side of this page for location of the project.

The Wolfback Ridge Tanks Rehabilitation Project is one of this year’s Capital Improvement Projects, which has been chosen based on tank age and condition. After 26 years of service, many components of these tanks have reached the end of their useful life and need to be rehabilitated so the tanks can continue to serve your community for another 25 to 50 years.

During construction, noise and minor inconveniences may occur. For example, equipment will be moved in and out of the area from time to time; and some equipment may be temporarily parked along the access road leading to the tank. The road at the tank site may be closed from time to time as a matter of public safety. Signs will be posted near the tanks on Wolfback Ridge Road. In all cases, the Contractor (Olympus and Associates, Inc.) will be required to take all necessary steps to minimize public inconvenience.

A separate letter will be provided closer to the project construction start date to outline the specific project dates and potential construction impacts to help you plan ahead. Marin Water will take all measures possible to minimize inconveniences associated with this project, including noise and traffic delays.

What to Expect

Work on this project is anticipated to begin October 1, 2024 and, assuming no delays, should be completed by February 28, 2025. Work hours will be 8:00 a.m. to 4:30 p.m. weekdays and on an occasional basis, 9:00 a.m. to 4:30 p.m. on Saturday. No work will be allowed on Sunday or on holidays. The exception to these hours will be for the operation of dehumidification (DH) equipment. The use of DH equipment will speed the interior coating process and shorten the duration of the project. This equipment keeps the tank interior warm and dry, which allows the Contractor to avoid delays from changes in weather. Additionally, this equipment allows the Contractor to remove all existing coating prior to applying the new coating, thus providing a better quality of workmanship and a longer coating life. DH equipment needs to be in operation 24 hours a day once interior surface preparation begins and needs to remain in operation during coating application and coating cure. The District will also work with the Contractor to determine a location for the equipment to minimize the noise level.

Our intention is to make this project as clean and quiet as possible. Based on our experience with tanks in similar locations, we believe that the sound levels will not be unduly disturbing and we appreciate your understanding during the period of our work.

Additional Details

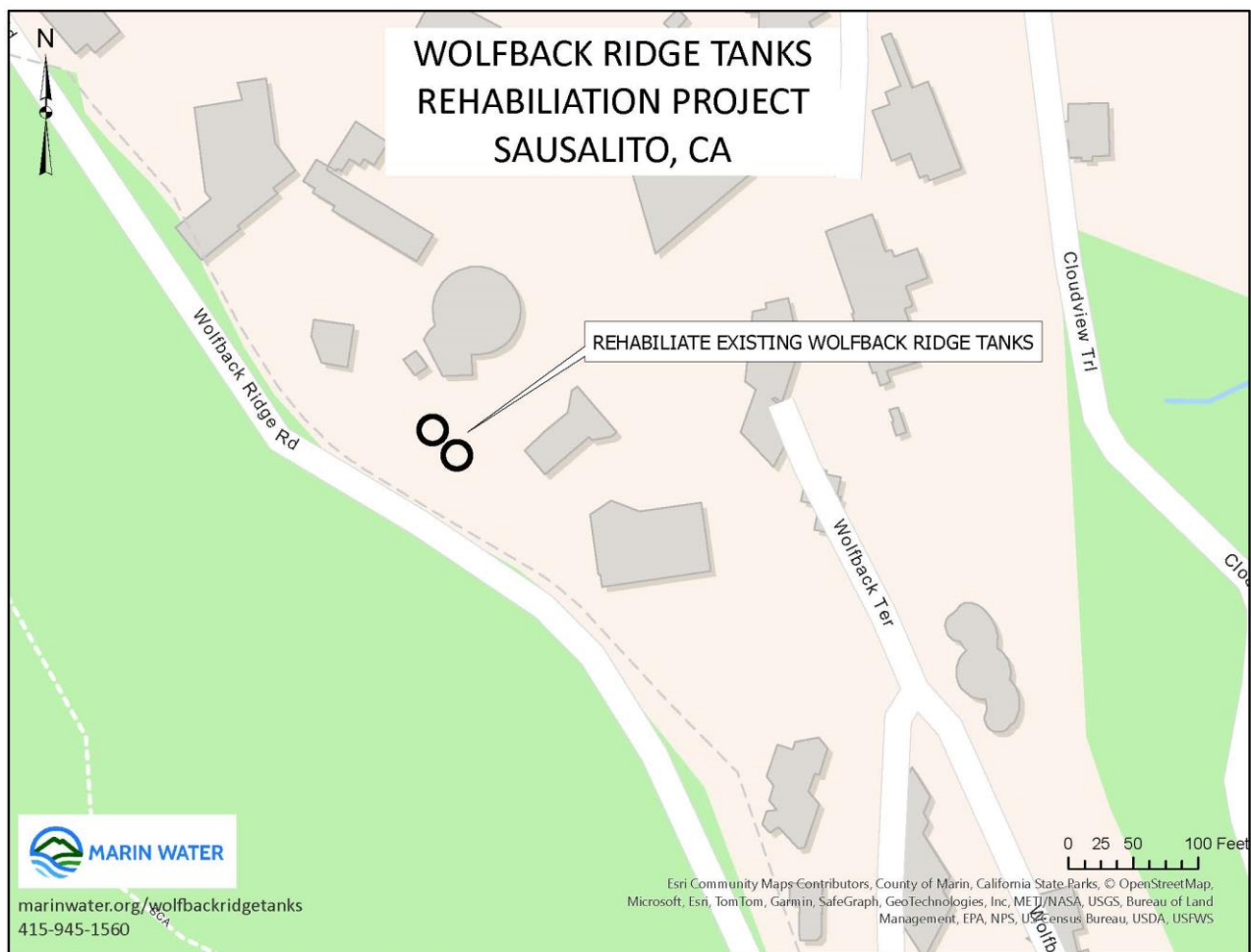
For information on the pipeline replacement project, visit www.marinwater.org/WolfbackRidgeTanks or contact Marin Water’s Construction Management team at 415-945-1560

Cost: \$952,000

About the Capital Improvement Program

Marin Water provides safe, reliable, local drinking water to 191,000 customers spanning 10 towns and cities in a 147-square-mile section of central and southern Marin County. Updating the District's aging infrastructure is critical to ensuring the reliability and resiliency of the District's water service delivery system for many years to come. For more information about the Marin Water Capital Improvement Program, or to find updates about this and other projects, go to marinwater.org/CIP.

Project Map



Notice of Exemption



Filing Requested By and When Filed Return To:

Marin Municipal Water District
220 Nellen Ave
Corte Madera, CA 94925
Attn: Alex Anaya, Director of Engineering

Project Title: Wolfback Ridge Rehabilitation Project Project

Project Location: Sausalito

Project Location – County: Marin

Project Description: The project will rehabilitate two existing 25,000-gallon welded steel potable water storage tanks that were constructed in 1997. The interior roof and roof rafter system of both tanks are in poor condition due to failed interior coating and require replacement. The Wolfback Ridge Rehabilitation Project will replace the roof of each tank and recoat both the interior and exterior of each tank.

Public Agency Approving Project: Marin Municipal Water District

Name of Person or Agency Carrying Out Project: Marin Municipal Water District

CEQA Exemption Status: Categorical Exemption Section 15301(b), Existing Facilities.

Reason for Exemption: The Project qualifies for exempt pursuant to Section 15301(b) inasmuch as the project is a maintenance activity of existing water storage tanks.

Project Approval: The Marin Municipal Water District Board of Directors approved the award of a contract for project construction, which represents project approval as defined by Section 15352 of the Guidelines for Implementation of the California Environmental Quality Act, at their regularly scheduled meeting on February 13, 2024.

Lead Agency Contact Person: Alex Anaya, Marin Municipal Water District

Telephone: (415) 945-1588

Alex Anaya, Director of Engineering

Date

Figure 1: Wolfback Ridge Tanks Rehabilitation Project



SOURCE: MMW2024



STAFF REPORT

Meeting Type: Board of Directors

Title: Memorandum of Agreement between Marin County Fire Department and Marin Municipal Water District

From: Shaun Horne, Director of Watershed Resources

Through: Ben Horenstein, General Manager

Meeting Date: February 13, 2024

TYPE OF ACTION: X Action Information Review and Refer

RECOMMENDATION: Approve Memorandum of Agreement between Marin County Fire Department and Marin Municipal Water District

SUMMARY: The Marin County Fire Department and Marin Municipal Water District entered into a Master Mutual Benefit Agreement on January 1, 2018 for the purpose of vegetation management activities. The agreement expired on June 30, 2022. Staff is requesting that the Board of Directors approve a new agreement between Marin County Fire Department (MCFD) and Marin Municipal Water District to support the implementation of the Biodiversity, Fire, and Fuels Integrated Plan (BFFIP) on the Mt. Tamalpais Watershed and to help support county wide workforce development.

DISCUSSION: In October of 2019, the District adopted the BFFIP, and associated Programmatic Environmental Impact Report (PEIR), which describes the actions the District will implement to reduce wildfire hazards and to maintain and enhance ecosystem function on the watershed. Vegetation management under the BFFIP aims to reduce fuel loads, maintain fuelbreak infrastructure, preserve defensible space, and reduce invasive weed species. Vegetation management is conducted continuously throughout the year with the chief goal of reducing fuel loads and maintaining the watershed’s biological diversity. Additionally, One Tam partner agencies, with funding support from California Coastal Conservancy Regional Forest and Fire Capacity Grant Program, developed a Marin Regional Forest Health Strategy (Forest Health Strategy), which is a crucial step forward in understanding the condition of key forest communities in Marin County. Utilizing best available data, local knowledge, and expert analysis, the Forest Health Strategy provides essential insight into the threats currently impacting forest resilience in Marin. The Forest Health Strategy furnishes a science-based framework for identifying how and where agencies can work both independently and together across jurisdictional boundaries to increase and protect forest resiliency in our region while supporting wildfire risk reduction.

Projects identified in the BFFIP and Forest Health Strategy are also informing recent grant applications to Cal Fire’s Forest Health Program, the Wildlife Conservation Board, and California Coastal Conservancy. As of February 2024, One Tam partners have submitted grant proposals totaling \$14,160,000 of which \$6,820,000 would fund Marin Water’s BFFIP work over the next 3-5 years. On an annual basis District staff, contractors and partners such as California Conservation Corps and California Conservation Corps North Bay Crews carry out vegetation management work on the watershed. The Memorandum of Agreement between MCFD and the District would provide available funding from the District to MCFD to provide additional BFFIP implementation. It would also allow the District to support county wide work force development efforts through utilizing the Marin County Fire Departments Tam Crew and the Fire Innovation, Recruitment & Education (FIRE) Foundry Crews.

In May 20, 2005, the Marin County Board of Supervisor approved funding for the Tamalpais Fire Crew. The program is more than just a vegetation management tool, it is used to build firefighting skills, work ethic, and leadership competency among the firefighters that will become the future of MCFD and other fire agencies throughout the state. Similarly, the FIRE Foundry Organization was developed as a workforce development program designed to support early career recruits with diverse backgrounds through career exploration in fire services and strengthening their competitiveness for future employment as firefighters or in related careers in medicine, public safety, and natural resources management in Marin County. College of Marin is a partner to the FIRE Foundry Organization where recruits can take prerequisite courses for fire academies and paramedic schools, obtain career counseling, and enroll in physical education classes in order to prepare to apply to and enroll in a Fire Academy. Conservation Corps North Bay (CCNB) is also a program partner with the FIRE Foundry Organization. CCNB is the employer of record for a position designed specifically for FIRE Foundry recruits. The employment opportunity can be full-time or part-time, and is designed to work around the FIRE Foundry recruits educational activities.

In partnership with MCFD, the District can advance the implementation of the BIFFIP and Forest Health Strategy by funding crews to carry out critical vegetation management, forest restoration, pile burning and prescribed burning projects on the watershed. The MCFD is a critical partner for advancing the BFFIP prescribed fire goals and was instrumental in the implementation of the Rock Springs prescribed fire in 2023. On an annual basis, District staff will meet with MCFD to review BFFIP projects and to help inform annual work plans for the Tam Crew and FIRE Foundry crew.


Staff is requesting that the Board of Directors approve a new agreement between Marin County Fire Department (MCFD) and Marin Municipal Water District in an effort to support these work force development efforts and to help increase the pace and scale of BFFIP implementation.

ENVIRONMENTAL REVIEW: The District as the Lead Agency, has prepared a Programmatic Environmental Impact Report (PEIR) pursuant to the provisions of CEQA for the BFFIP which was adopted in 2019 and covers all BFFIP related work that would be performed as part of the Memorandum of Agreement.

FISCAL IMPACT: The District budgets for BFFIP implementation in the Watershed Operations and Capital Funds. Grant funds would also be used where appropriate to cover crew costs. Annual budgets and scopes of work will be prepared each year based on available BFFIP grant funds and District funds.

ATTACHMENT(S):

1. Proposed Memorandum of Agreement between Marin County Fire Department and Marin Municipal Water District

DEPARTMENT OR DIVISION	DIVISION MANAGER	APPROVED
Watershed		
	<p>Shaun Horne Watershed Resources Director</p>	<p>Ben Horenstein General Manager</p>

**MEMORANDUM OF AGREEMENT BETWEEN
MARIN MUNICIPAL WATER DISTRICT AND THE
MARIN COUNTY FIRE DEPARTMENT RELATED
TO VEGETATION MANAGEMENT SERVICES**

This agreement is made and entered into by and between Marin Municipal Water District (District) and the Marin County Fire Department (MCFD).

For valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:

Article 1: Recitals

- A. The District has the primary responsibility for the maintenance and operation of 19,800 acres of watershed lands with trails and fire roads as well water distribution and treatment infrastructure on Mt. Tamalpais and throughout Marin County.
- B. District lands and water distribution infrastructure abut neighboring communities in which vegetation is managed to reduce fire fuels and to maintain a resilient landscape that prevent invasive weed infestations.
- C. The District’s vegetation management work is guided by the adopted Biodiversity, Fires, and Fuels Integrated Plan (BFFIP), and EIR which outlines management actions and best management practices.
- D. MCFD has primary responsibility for wildland fire response in Marin County, including on District lands and support of the mutual aid effort for the California Fire Agencies.
- E. MCFD partners with land managers to pursue fire hazard reduction work under the guidance of the Marin County’s Community Wildfire Protection Plan (CWPP) and in alignment with agency specific management plans and environmental documents.
- F. MCFD performs prescribed burning, vegetation management along fire roads and adjacent to community properties, construction and maintenance of fuel breaks, and other fire hazard reduction work throughout the County.
- G. The District and MCFD desire to work cooperatively to reduce fire fuels, and restore forest resiliency consistent with BFFIP priorities and shared goals for vegetation management associated for the foregoing services as outlined in this agreement.
- H. The District will allocate funds and provide compensation to MCFD for these services as detailed herein.

Article 2: Purpose

The parties agree that the purpose of this Agreement is to provide funding to support MCFD fire crews that will conduct vegetation management/fire hazard reduction services work on District lands. The specific details of the work scope, locations, and tasks to be completed under this Agreement will be coordinated between the parties as needed but no less than bi-monthly. Provided however, that services provide will be based on available annual funding approved within the District’s BFFIP budget and available staff resources. On an annual basis, District staff will meet with MCFD to review BFFIP projects and to help inform annual work plans for the Tam Crew and FIRE Foundry Crew based on available funding and staff capacity.

Article 3: Term and Costs

- A. The term of this Agreement shall commence on February 13, 2023 and shall end on June 30, 2031.
- B. The cost of the agreed upon services shall be documented in a rate sheet submitted quarterly by MCFD to the District for each party’s review and approval. The Fiscal Year 2023/24 Tam Vegetation Management Crew and FIRE Foundry Crew Rate Summary is attached hereto as Exhibit A. Updates to the proposed rate sheets following the 2023/24 FY shall be provided by MCFD to District for review by May 1 of each year. District will have thirty (30) days following receipt of the updated rate sheet to notify MCFD of each party’s agreement or objection to the updated rate sheet. Parties agree to negotiate rates in good faith and to come to an agreement regarding rates by July 1 of each year. If an updated rate sheet is not provided, or parties are unable to come to an agreement, parties agree to utilize the rates from the prior fiscal year.
- C. Payment for service shall be requested by MCFD via invoice submitted to the District quarterly and for approval by the District. Invoices shall describe services rendered, and will include billing rates, and description tasks completed. The District shall transmit payment to MCFD within 30 days of receipt and approval of invoice. Disputes concerning invoices and payments shall be resolved in accordance with Article 10 below.

Article 4: Duties of the District

- A. District will:
 - 1. Collaboratively identify and plan projects and maintenance activities for the purpose of improving defensible space, reducing wildland fire hazards, restoring forest resiliency and improving biodiversity on District lands.
 - 2. Provide financial payment as outlined in Article 3 above.
 - 3. Assign a technical representative or point of contact to coordinate work to be completed under this Agreement.
 - 4. Provide a schedule to MCFD of planned assignments and communicate changes to that schedule in a timely manner.

5. Provide oversight and compliance monitoring for tasks related to vegetation work including wildlife surveys as necessary.
6. Hold orientation briefings with MCFD personnel at the commencement of each assignment to discuss environmental compliance and safety considerations and clearly explain assignment operational plan, expectations, specific instructions, and other necessary details.
7. Provide on-site coordination and assistance for work related activities.

Article 5: MCFD Duties

A. MCFD agrees to furnish the following services to the District. The services are summarized below:

1. Provide a Fire Crew, which may include but is not limited to the traditional Tamalpais Fire Crew or the newly created Fire Foundry Crew, for the purposes of conducting vegetation management, fuels reduction, prescribed burning, and pile burning on District lands in accordance with this Agreement. The Tamalpais Fire Crews assigned shall typically consist of 10-12 crew members and crew supervision and the Foundry Crews typically include an average of 12 recruits and 2 supervisors, but daily assignments are subject to change by agreement of the parties. Assigned Fire Crews shall have designated by MCFD for their use the following equipment for the purposes described herein: 1 Crew Carrier, 1 Type 6 Engine and a Supervisor's truck or as outlined in the agreed upon rate sheets.
2. Total number of crew days per season under this Agreement will be based on available annual funding approved within the Districts BFFIP budget and available staff resources as defined in annual work plans developed by MCFD and District staff.
3. Collaboratively undertake activities for fire hazard reduction on District lands as described throughout this Agreement and in annual work plans developed by MCFD and District staff.
4. Assign a technical representative or point of contact.
5. Provide technical guidance, fire crew leadership and fire personnel.
6. Provide basic supplies, materials, hand tools and chainsaws, as necessary, to perform specific vegetation management activities.
7. Provide vehicles and necessary equipment for transportation to the jobsite and completion of tasks.
8. Provide planning services in support of prescribed fire planning, and smoke management permit as needed.

Article 6: Joint Duties

District and MCFD will:

1. Meet regularly, or as needed, to identify, discuss and collaborate on planning potential projects and maintenance activities to be implemented under this Agreement.

2. Coordinate wildland fire prevention planning and wildland fire training opportunities.
3. Cooperate in the wildland fire planning and wildland fire hazard and risk assessment for the reduction of catastrophic loss of life, property, and natural resource values.
4. Participate in joint training opportunities related to activities arising under this Agreement.
5. Collaborate on community outreach for projects and programs as mutually agreed.

Article 7: Mutual Hold Harmless & Indemnification

The County of Marin (“County”) and the District each agree to defend, indemnify and hold harmless the other, and the other's officers, agents and employees, against any and all liabilities, injuries or damages caused by intentional or negligent acts, errors or omissions of their own employees, agents or representatives in connection with their performance and duties under the terms and provisions of this Agreement and any amendment thereto. The duty to indemnify and hold harmless shall include the duty to defend as set forth in California Civil Code Section 2778. In the event of concurrent negligence or liability of the parties' employees, liability shall be apportioned between County and the District under the doctrine of comparative fault as established under California law.

Article 8: Termination

This Agreement shall remain in full force until the date identified in Article 3 above. This Agreement may be terminated by mutual agreement of all of the parties for any reason by giving the other party 30 days prior notice.

Article 9: Notice

Any Agreement-related notice shall be deemed sufficiently given or delivered if in writing and sent by registered or certified mail, return receipt requested, first class, postage prepaid, addressed as follows:

MCFD
Attention: Fire Chief,
33 Castle Rock Ave PO Box 518
Woodacre, CA 94973-0518

Marin Municipal Water District
Attention: General Manager
220 Nellen Avenue
Corta Madera, CA 94925

Article 10: General Provisions

A. Dispute Resolution.

The parties shall make good faith efforts to resolve all claims and disputes related to this Agreement. These good faith efforts shall include providing notice and opportunity to cure any alleged claims associated with this Agreement. Any controversies between the parties regarding the construction or application of this Agreement, and claims arising out of this Agreement or its breach, shall be submitted first to mediation. The parties shall agree on one mediator. The cost of the mediator shall be borne by the parties equally. Mediation under this section is a condition precedent to filing an action in any court unless the delay due to the mediation would cause an applicable statute of limitations to run.

B. Governing Law.

This Agreement shall be governed, construed and enforced in accordance with the laws of the State of California.

C. Further Assurances

Each of the parties agrees to execute, and deliver to the other parties, such documents and instruments, and take such actions, as may reasonably be required to effectuate the terms and conditions of this Agreement; provided, however, such covenant shall not have the effect of increasing the obligations of any party pursuant to this Agreement or require any representations and warranties by any party in addition to those of such party set forth herein. At any time that a party is reasonably concerned that the other party may not be able to perform its obligations under this Agreement, it may request assurance from said other party that it is capable and intends to perform. Said other party shall respond to the request for assurance with all facts that support its ability to meet its obligations under this Agreement. Any communications between the parties pursuant to this Section shall be admissible in any dispute between the parties.

D. Waiver

No waiver of any right or obligation of any of the parties shall be effective unless in writing, specifying such waiver, executed by the party against whom such waiver is sought to be enforced. A waiver by any of the parties of any of its rights under this Agreement on any occasion shall not be a bar to the exercise of the same right on any subsequent occasion or of any other right at any time

E. Presumptions

Each of the parties has participated in preparing this Agreement, therefore there shall be no presumption against any party on the grounds that such party was responsible for preparing this Agreement or any party hereof.

F. Counterparts

This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which shall constitute one and the same instrument.

Article 11: Authorizing Signatures

IN WITNESS WHEREOF, the Parties have caused this Project Statement to be executed on the following the respective signature of each individual below:

_____ Date: _____
Bennett Horenstein, General Manager
Marin Municipal Water District

_____ Date: _____
Jason Weber, Fire Chief
Marin County Fire Department

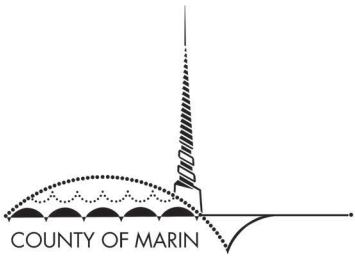
Approved as to form:

_____ Date _____
Molly MacLean, Geneal Counsel
(for Marin Municipal Water District)

Date _____

_____ Date _____
Stephen Raab, Deputy County Counsel
(for Marin County Fire Department)

Date _____



MARIN COUNTY FIRE DEPARTMENT

Committed to the preservation of life, property and environment.



Exhibit A: FY 2023/24 Vegetation Management Crew Rate Summary

The Marin County Fire Department's (MCFD) Vegetation Management Plan implements forestry management best practices to reduce hazardous fuels. In support of this plan, MCFD provides fuels management crews to communities, ranchers, and natural resource managers who wish to strengthen their protection against wildfire.

Jason Weber
FIRE CHIEF

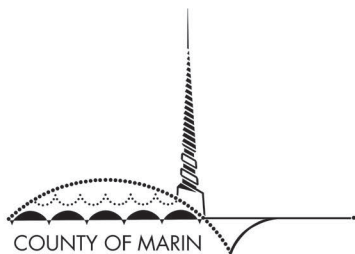
These rates are effective July 1, 2023 through June 30, 2024.

33 Castle Rock Avenue
PO Box 518
Woodacre, CA 94973
415 473 6717 T
415 473 7820 F
CRS Dial 711
www.marincounty.org/depts/fr

<u>Charge Description</u>	<u>Daily Charge</u>
Fire Crew Vegetation Management (Typical Crew size is 10-12)	\$ 5,667.72
Crew Supervision (Typical Supervision is 2-3)	1,351.27
1 Crew Carrier, 2 Utilities	696.32
Chainsaws, tools, consumables	576.80
Admin Fee (6%)	497.53
<u>Daily Rate</u>	\$ 8,789.64

Woodacre
Throckmorton Ridge
Marin City
Point Reyes
Hicks Valley
Tomasles
Ross Valley: Medic 18
Tamalpais Fire Crew

Please direct questions regarding these rates to MCFD Fire Prevention Chief Jordan Reeser via email at Jordan.reeser@marincounty.gov.



MARIN COUNTY FIRE DEPARTMENT

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Jason Weber
FIRE CHIEF

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Woodacre
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Tomasles
Ross Valley: Medic 18
Tamalpais Fire Crew

FY 2023/24 FIRE Foundry Crew Rate Summary

The Marin County Fire Department's (MCFD) Vegetation Management Plan implements forestry management best practices to reduce hazardous fuels. In support of this plan, and in conjunction with Conservation Corps. North Bay, MCFD provides FIRE Foundry fuels management crews to communities, ranchers, and natural resource managers who wish to strengthen their protection against wildfire. Crew size varies daily between 5-12 crew members, plus two supervisors.

<u>Labor Charge Description</u>	<u>Daily Charge</u>
FIRE Foundry Crew full day charge per person	\$ 340.00
FIRE Foundry Crew half day charge per person	170.00
<u>FIRE Foundry Flat Daily Fee</u>	
Crew Supervision, Equipment, Consumables	2,161.27
Admin Fee (10% of fixed charges)	216.13
<u>Fixed Charge Daily Rate</u>	\$ 2,377.40

Charges will be calculated daily based upon the total variable labor charge and fixed daily fee.

These rates are effective July 1, 2023 through June 30, 2024.

Please direct questions regarding these rates to MCFD FIRE Foundry Program Coordinator Mimi Choudhury via email at mchoudhury@marincounty.org.

District staff worked on refining the goal statements and identifying specific objectives for each of the five goal areas. The objectives describe the District’s strategic initiatives and measures that will be critical to the organizational strategy for achieving each goal. Each of the five draft goal areas were then presented to the Board and the public over a series of board meetings. The watershed stewardship-focused goal was presented at a Board of Directors Meeting on November 27, 2023; the reliable water supply and fiscal responsibility goals were presented at a Board of Directors Meeting on December 5, 2023; the resilient water system goal was presented at a Board of Directors Meeting on December 19; and the organizational excellence goal was presented at a Board of Directors Meeting on January 9, 2024. The Board of Directors provided staff with direction and input on each goal during those meetings.

The full proposed strategic plan with updated goals and objectives was brought back before the board at a Board of Directors Meeting on January 23. The board discussed and provided additional input on goal areas. Staff updated the goals and objectives to incorporate the Board’s feedback and an updated version of the proposed strategic plan has been prepared for the Board of Directors to consider for approval.

ENVIRONMENTAL REVIEW: Not applicable.

FISCAL IMPACT: None.

ATTACHMENT(S):

- 1. Proposed Strategic Plan - goals and objectives and progress reporting

DEPARTMENT OR DIVISION	DIVISION MANAGER	APPROVED
Communications & Public Affairs		
	<p align="center">Adriane Mertens Communications & Public Affairs Manager</p>	<p align="center">Ben Horenstein General Manager</p>

Marin Water Mission, Vision, and Values

Mission

Marin Water manages the lands, water, and facilities in our trust to provide reliable, high-quality water and adapt and sustain these precious resources for the future.

Vision

Marin Water is a leader in water and natural resource management and addressing the complexities of a changing environment.

Values

Marin Water is dedicated to serving customers and the community by upholding these core values:

- **HEALTH AND SAFETY.** We are committed to the health and safety of our colleagues and community.
- **STEWARDSHIP.** We recognize the essential connection between people and natural resources and manage our lands and facilities for sustained benefits now and in the future.
- **INNOVATION.** We strive for excellence and innovation in managing water and watersheds.
- **EFFICIENCY AND RESPONSIVENESS.** We value efficiency, cost-effectiveness, and timely service in our work with customers and communities.
- **ACCOUNTABILITY.** We operate with the highest levels of individual and organizational accountability to each other and the community.
- **RESPECT.** We maintain a welcoming environment that embraces differences and offers respect, dignity, and fairness for all people and partners.
- **LISTENING AND LEARNING.** We enhance ourselves and the organization by listening to others, reflecting on our performance, sharing knowledge with others, and making informed decisions.
- **ONE WATER.** We work together to anticipate the challenges ahead and achieve our mission.

GOAL 1: Reliable Water Supply

Provide a high quality, reliable and resilient water supply now and for the future.

Marin Water is responsible for ensuring that clean potable water is delivered to our customers whenever they may need it. In 2021, this service was threatened when the District was faced with the real possibility that with continued drought conditions, the water supply would be exhausted within months. Coming out of that experience and looking forward with the awareness that future climate conditions are anticipated to lead to longer and warmer dry periods followed by periods of intense precipitation, Marin Water’s Board of Directors adopted the District’s Water Supply Roadmap in February 2023, laying out strategies for drought-proofing the water supply in response to these changing conditions. The Roadmap builds on the District’s existing water supply as a baseline and identifies and prioritizes water supply projects that together will improve the reliability and resiliency of the supply.

In addition, the District recognizes the importance of expanding its industry-leading conservation programs in collaboration with customers to maximize efficient water use. During and following the drought, Marin Water customers recorded some of the best water-savings levels in the state. It is vital that the District seek opportunities to build on this momentum as an important part of the District’s water supply portfolio.

This Water Supply Reliability goal captures the District’s commitment to manage the existing high-quality water supply Marin Water customers rely on today and to develop additional water resources to provide a reliable and resilient water supply through future droughts.

Five-Year Objectives:

Objective 1 - Reduce Potable Water Use

The District will reduce water use and water waste by 800 AF in the next five years to conserve our resources and ensure that the District meets or exceeds the statewide indoor residential per capita water use target of 47 gallons per capita (R-GPCD) by 2025 and is on track to meet water use objectives established for the District by 2030.

- Identify and implement water efficiency concepts and strategies, including those concepts and strategies that target high water users, in the Water Efficiency Master Plan to achieve short-term and long-term goals.
- Enhance incentives, education, and outreach to our customers that effectively reduce water use.
- Implement the recommendations from the District’s water loss control and leak detection program update, using most current industry practices and leveraging innovative technologies.

- Participate in and support the development of regulations and legislation that drive water efficiency through participation in industry associations.
- Identify opportunities for partnerships in testing new technologies or theories to reduce water use.
- Review a range of policy options to further advance water efficiency.

Objective 2 – Augment Existing Water Supply

The District will fully Implement the Strategic Water Supply Roadmap’s short-term actions and make progress on long-term, cost-effective projects to meet demand during a four-year drought with no more than 25 percent mandatory conservation (Water Shortage Contingency Plan Stage 3).

- Fully Implement the Strategic Water Supply Roadmap short-term actions to augment the water supply by increasing resilience by up to 2,700 acre-feet (AF):
 - Reduce water use and waste by 800 AF.
 - Complete electrification of Soulajule Pump Station - 420 AFY.
 - Complete Phoenix to Bon Tempe pumping - 260 AFY.
 - Complete Optimization of Sonoma Water Supply - 2,000 AFY.
 - Complete Stream release automation.
- Implement the Strategic Water Supply Roadmap medium term projects to obtain up to 5,000 AFY of additional water supply and provide an update for achieving the Roadmap longer term goal of 12,000 AFY to 20,000 AFY water supply:
 - Complete feasibility report for brackish desalination and begin next steps
 - Monitor technological advances in desalination processes and track the development of projects to understand costs and alternate project approaches
 - Continue to seek funding to offset the cost of recycled water projects and monitor progress on potable reuse projects and technology
 - Select the preferred Marin-Sonoma Regional Water Conveyance project alternative and begin the next steps.
 - Select the preferred Local Storage Improvement project alternative and begin the next steps.
 - Provide ongoing progress updates on Roadmap projects

Objective 3 – Preserve and Enhance Existing Partnerships

The District will work towards regional approaches to increase the resiliency of our water supply.

- Develop partnerships to support recycled water projects.
- Renew agreement with Sonoma Water to ensure continued access to supplemental water supply.
- Enhance relationships with Sonoma Water and the other cities and agencies that depend on Sonoma Water for water supply to develop and support regional water supply projects.
- Seek support from State and Federal agencies for the development of Regional Water Supplies.

Objective 4 – Provide High-Quality Water to Customers

The District will cost effectively manage our water system to ensure water quality is protected from the source to our customers.

- Develop Reservoir Management Plans for Alpine, Bon Tempe, Kent, Nicasio and Soulajule that include water quality objectives and algae management strategies.
- Develop improvements to water treatment options for removal of taste and odors in drinking water and other improvements to water quality.
- Ensure that the Water Quality lab is accredited to The NEALAC Institute’s (TNI) latest accreditation standard for compliance analyses.
- Develop and apply lessons learned from other agencies regarding impacts to water quality from wildfires
- Participate in the development of regulations that are appropriately protective of public health and the environment through participation with industry groups and associations.

GOAL 2: Resilient Water System

Invest in and maintain a resilient water system through effective infrastructure management and planning.

The District’s network of water infrastructure spans challenging topography and consists of over 900 miles of pipeline, 130 water storage tanks, 97 pump stations, 7 reservoirs and dams, and 3 water treatment plants. Collectively, these components work together 24/7 to allow the District to capture, transport, store, and deliver water to more than 191,000 customers. System resilience is achieved through continual investments in infrastructure and the employees who operate the systems.

Maintaining and modernizing this infrastructure – some of it nearing 100 years in service – is core to ensuring system resilience through day-to-day demand, drought, fire, earthquakes, and other natural and manmade disasters. Marin Water must renew and replace infrastructure and implement system modernizations by identifying and prioritizing project needs and focusing system investments for the benefit of current and future generations. The four-year rate increase approved in 2023 supports the District’s ability to do this work and deliver safe, reliable water to customers. The District’s Capital Steering Committee will have an essential role in guiding the prioritization of this work.

While the District implements projects that strengthen the system’s ability to withstand disasters and other unknowns, the District’s workforce must also be equipped with the skills and training needed to effectively respond to and recover from catastrophic emergencies that may threaten the District’s ability to provide water service. In coordination with local and regional partners, instilling the latest best-practice emergency response and recovery methods into team procedures will ensure the District is prepared to safeguard the community’s water supply under the most challenging of conditions.

Five-Year Objectives

Objective 1 - Infrastructure Condition Assessment

The District will strengthen its infrastructure risk assessment process to prioritize investments in the replacement, rehabilitation, and/or repair of its infrastructure.

- Complete above-ground facility condition assessment.
 - Pump stations: 30 evaluated, 67 remain.
 - Tanks: 99 evaluated, 31 remain.
- Review for greater robustness and transparency, the ongoing prioritization process of pipeline replacement jobs through criteria, including assessment of age, leak history, probability and consequence of failure, and material type.
- Perform condition assessments for large infrastructure such as dams and treatment plants.
- Complete Facilities Master Plan assessing workplace infrastructure including administration building, corporation yard, and watershed facilities to identify the needs to be incorporated into the capital planning effort.
- Identify above-ground infrastructure hardening needs that provide a greater level of protection against wildfire and incorporate them into the capital planning and prioritization efforts.
- Identify single points of failure throughout the water system and incorporate them into the capital planning and prioritization efforts.
- Review industry standard security measures across the water system and identify needs for improvement and incorporate them into the capital planning and prioritization efforts.
- Complete the Water System Master Plan and utilize the information to identify opportunities to simplify the system by reducing the number of tanks and pump stations.

Objective 2 - Capital Planning

The District will collaborate with the Capital Steering Committee to identify infrastructure projects evaluated through the condition assessment process and establish an associated timeline to implement the projects based on the projected capital budget.

- Incorporate data from “Objective 1 – Infrastructure Condition Assessment,” along with other District planning efforts, into District-wide capital planning to develop infrastructure investment scenarios for 10- and 30-year horizons.
- Continue to identify grant opportunities to offset costs borne by ratepayers.
- Evaluate bond funding opportunities for large capital projects that provide generational value.

Objective 3 - Capital Project Delivery

The District will incorporate innovative processes and staffing solutions into its execution of future infrastructure projects to maximize the use of staff time, reduce costs, and streamline implementation of an increased capital project workload.

- Assess resource needs to meet the increased capital improvement program, including leveraging District staff with support from external engineering consultant firms.
- Establish on-call contract(s) to provide expedited repairs on projects too large for District crews but too small for standard design, bid, and build workflows.
- Execute on-call contracts with engineering firms to streamline consulting work without having to execute multiple contracts for the same type of work, i.e., geotechnical and electrical engineering.

- Review and update necessary sections of the District’s contract specifications to the most current industry standards.
- Explore the opportunity for innovative approaches to project implementation, including design-build options for larger capital projects.
- Continue working with local municipalities to achieve a more cost effective approach to paving restoration requirements.

Objective 4 - Operations and Maintenance

The District will evaluate its operations and maintenance program to ensure that staff has the knowledge and skill sets to efficiently operate and maintain our system.

- In recognition of a significant staff turnover in Operations, develop a focused training plan for the Division to ensure effective operation and maintenance of our system.
- Establish standard operating procedures to support training and provide for transfer of institutional knowledge.
- Encourage staff involvement in industry associations to provide learning opportunities.
- Review the organizational structure of Operations, including classifications, to ensure the most effective utilization of District resources.
- Identify opportunities to implement technological advancements in equipment and practices to improve efficiencies.

Objective 5 - Energy Planning

The District will seek opportunities to reduce its carbon footprint and energy costs through infrastructure projects and planning.

- Meet or exceed new fleet vehicle regulatory changes including the expansion of the District’s fleet to electric vehicles and needed EV charging stations.
- Evaluate pump station rehabilitation projects to determine the feasibility of supplementing prime power with alternative energy and compare it with system efficiency upgrades to determine life-cycle cost savings.
- Engage in discussion with the Board on carbon neutrality to establish appropriate goals, policies, and direction.
-
- Review and evaluate the application of micro-turbine technology where applicable as an energy recovery and cost-saving option.
- Evaluate renewable power opportunities throughout the District.

Objective 6 - Emergency Response Readiness

The District will plan and prepare for emergencies to ensure it can maintain critical operations through fire, floods, earthquakes, and other catastrophic events and effectively manage the disaster recovery process.

- Update the District’s emergency response plan to reflect current needs, priorities, and threats.

- Conduct a minimum of two annual tabletop exercises involving the District’s Emergency Operations Center (EOC) to ensure emergency readiness.
 - Conduct yearly reviews of the District’s dam Emergency Action Plans (EAP) for each of the seven dams and coordinate tabletop exercises with the Marin County Office of Emergency Services and other stakeholders every five years to ensure District and local first responders are familiar with the dam EAPs.
 - Participate in emergency preparedness trainings in coordination with Marin County Office of Emergency Services on countywide emergency response scenarios.
 - Establish FEMA-compliant contracts for engineering and construction services that are ready to be executed following an emergency.
 - Continue to assess and identify opportunities to reduce risk throughout the District.
-

GOAL 3: Watershed Stewardship

Protect and manage Marin Water lands for the long-term benefit of the community and the environment.

Marin Water’s 19,800 acres of watershed lands provide 75% of the District’s water supply and support the region’s rich biodiversity.

This Watershed Stewardship Goal encapsulates our dedication to multifaceted initiatives that span environmental stewardship, wildfire resiliency, watershed restoration, the enhancement of watershed facilities, and the support for education and recreation, which connects the community to their watershed lands.

Five-Year Objectives

Objective 1 - Creek Restoration

The District will strive to protect and restore watershed lands and improve upland habitat and streams to establish a resilient landscape that can help buffer against climate-induced risks and ensure thriving populations of threatened and endangered species within Lagunitas Creek.

- Implement 13 restoration sites as part of the Lagunitas Creek Watershed Enhancement Plan in collaboration with State Parks, funding partners, and resource agencies to enhance critical habitat and geomorphic processes that are needed to sustain threatened and endangered species.
- In alignment with the Lagunitas Creek Stewardship Plan (LCSP), complete annual fisheries lifecycle monitoring and habitat enhancement effectiveness monitoring; coordinate with the Lagunitas Technical Advisory Committee and regional monitoring efforts to update the LCSP.

- Integrate new monitoring technology by expanding a network of Passive Integrated Transponders Antennas to improve fisheries monitoring data.
- Provide technical expertise to support regional restoration planning efforts for Walker Creek and other watersheds within District boundaries; participate in technical conferences, regional working groups, and collaborative research efforts to share restoration methods and fisheries monitoring data.

Objective 2 - Watershed Resiliency to Wildfire

The District will continue implementing multi-benefit restoration treatments to maintain a resilient watershed by scaling up the Biodiversity, Fire, and Fuels Integrated Plan (BFFIP) and One Tam Forest Health Strategy.

- Maintain effective partnerships between watershed rangers and local, regional, and state emergency response agencies to ensure strong interagency collaboration that supports emergency response and mitigation strategies.
- Sustain organizational capacity to increase the pace and scale of the BFFIP and enhance forest restoration, protect water infrastructure, manage invasive plants, and achieve wildfire risk reduction.
- Advance strategic partnerships for regional resiliency planning and collaboration to secure funding for stewardship activities outlined in the BFFIP and as part of other long-term watershed restoration efforts.
- Support workforce development through the Ranger Trainee Program and by working in partnership with California Conservation Corps, California Conservation Corps North Bay, AmeriCorps Programs, and other regional natural resources and wildfire training efforts.
- Replace aging wildland firefighting and vegetation management equipment to ensure the District has the operational capabilities for emergency response and watershed forest restoration and fuel reduction.

Objective 3 - Stewardship

The District will advance stewardship and climate adaptation strategies through technical studies and regional partnerships. Through enriching volunteer programs, the District will provide opportunities for the community to contribute to preserving our water supply, protecting biodiversity, and caring for our shared natural resources.

- Sustain annual biological monitoring to inform scientific knowledge of the watershed and to support environmental compliance for District operations and long-term planning.
- Engage and contribute technical expertise as part of regional research and stewardship efforts through One Tam, TOGETHER Bay Area, the Golden Gate Biosphere Network, the Federated Indians of Graton Rancheria, and regional research efforts.
- Evaluate opportunities for integrating regional restoration and stewardship plan priorities into watershed restoration efforts.
- Lead habitat restoration, trail maintenance, environmental education, and community science projects and programs that involve community members in improving the health of the watershed.
- Advance natural resources interpretation offering to help advance community education and awareness of the watershed's unique biodiversity and water resources.

Objective 4 - Recreation

The District will manage watershed visitation for water quality protection and to connect visitors to the watershed through recreational opportunities and stewardship initiatives to maintain a welcoming and enriching environment that support visitors.

- Complete Watershed Recreation Management Planning Feasibility study to support visitors and protect water resources and biodiversity as an ongoing adaptive management strategy and evaluate the capacity to do so.
- Complete the Azalea Hill Trail Restoration Project through enhancement of trail facilities and removal of social trails to restore sensitive habitats.
- Evaluate priority roads and trails to inform adaptive management while replacing aging infrastructure to establish a more sustainable trail system with a focus on multi-benefit efforts such as West Peak Restoration and Cataract Trail.
- Create nature-based self-guided tours and outreach materials to help educate the community about the watershed’s biodiversity, water resources, wildfire issues, and climate change.

Objective 5 - Facilities

The District will ensure that watershed facilities are operational and well-kept to support four needs: emergency response readiness, water system operations, visitor access for recreational and educational purposes, and ongoing environmental restoration efforts within the watershed.

- Complete an update to the Roads and Trails Management Plan to integrate modern best management practices and support ongoing maintenance of watershed facilities to protect water quality, support a sustainable road and trails network, preserve biodiversity, and provide the community with facilities that support nature-based experiences on the watershed.
- Integrate watershed facilities into the facilities planning process to guide key updates to Sky Oaks Headquarters, and maintenance yards and explore opportunities for environmental education spaces and visitor infrastructure.
- Maintain existing watershed housing and evaluate opportunities for watershed seasonal employee housing to help remove barriers for early career professionals looking to work in the natural resources field in Marin County.

GOAL 4: Fiscal Responsibility

Judiciously manage customer revenue and other financial resources for operating, maintaining and upgrading the water system today and in preparation for the future.

As a public agency, all revenues received by Marin Water are reinvested into the water system, and customer water rates are the primary source of Marin Water’s revenue, providing 95 percent of the District’s funding. With a relatively small and stable ratepayer base, it is

especially imperative for the District to prioritize financial stability and cost-effective operations to maximize the value of local ratepayer funds.

Five-Year Objectives

Objective 1 - Financial stability

The District will utilize reserves and invest in infrastructure consistently and predictably to minimize the rate impact on customers when unforeseen events occur.

- Establish stabilization reserves to mitigate annual revenue fluctuations.
- Support the development of a long-term capital improvement program that ensures an appropriate and stable level of investment.
- Regularly update fees, rents, and other non-rate revenues to maintain pace with inflation.

Objective 2 - Fair, equitable, and proportional rates

Under the legal framework of Proposition 218, the District will continuously evaluate the effectiveness of the rate structure to ensure it produces sufficient revenue while maintaining a balance of affordability and proportionality.

- Conduct a connection fee study to fully capture the cost of current and future infrastructure needs.
- Evaluate the District’s low-income program and identify strategies to ensure qualified customers are enrolled.
- As part of the 2027 rate-setting process, conduct a cost-of-service study to ensure charges are proportional and reflective of current demand trends.
- Implement a robust outreach plan throughout the 2027 rate-setting process to inform customers about proposed changes.

Objective 3 - Cost-effective business processes

The District will implement operational practices that increase efficiencies to maximize the value of ratepayer revenues.

- Update the enterprise resource planning system (SAP) to streamline routine processes and provide improved data analytics.
- Evaluate opportunities to leverage external resources that can improve operational efficiencies.
- Minimize the cost of financing by maintaining a very high (AA or better) credit quality rating.
- Increase the use of online bill payments and electronic payments to reduce banking and printing costs.
- Streamline the application process for discount programs and leak adjustments.

Objective 4 – Outside funding to reduce financial impacts on ratepayers

The District will seek alternative revenue sources to minimize the impact of future rate increases on customers.

- Pursue Water Resources Development Act (WRDA) funding for water storage improvement projects.
- Prudently utilize bond funding to spread infrastructure funding costs over time.
- Develop and secure grants from state and federal agencies to increase the District’s capacity to advance key initiatives.
- Obtain Water Infrastructure Finance and Innovation Act (WIFIA) program loans to maximize financial flexibility for projects with longer construction cycles.
- Leverage regional partnerships to increase state and federal funding opportunities.

Objective 5 - Financial transparency

The District will maintain transparency in all aspects of financial operations.

- Improve online tools for customers to understand their bill.
- Conduct bi-annual reviews of fiscal policies.
- Publish quarterly financial summaries.
- Conduct regular internal and external financial audits.
- Proactively communicate to customers about successful grant applications as well as the District’s specific investments in infrastructure projects, water supply roadmap efforts, and watershed restoration milestones to highlight how revenues are being allocated.

GOAL 5: Organizational Excellence

Support and sustain an innovative organization that lives by its values, leads by example, delivers valued benefits for its customers, and is regarded as an employer of choice.

Marin Water, with 25 departments and nearly 250 employees, is primarily responsible for the delivery of clean and reliable water to more than 191,000 people. Behind that service delivery is a complex water system requiring specialized expertise, modernized technology, efficient operations, and a wide number of customer touchpoints and opportunities for engagement – all of which require the organization to perform at its best.

To perform at its best, staff must understand the key priorities of the organization and feel job satisfaction, so they are inspired to provide excellent service. Trust and respect for the unique skills and experience each employee brings to their role in the organization is also paramount to collaboration, creativity, and efficiency in the delivery of service to customers. There must also be opportunities for knowledge sharing with industry professionals inside and outside the organization to strengthen succession planning and to continue to evolve and implement the latest industry-wide trends and standards into our operations.

This goal represents the District’s commitment to delivering best-in-class service to our customers through ongoing organizational improvements, cutting-edge programs and processes, and continual development of the most important asset of our water system – our workforce.

Five-Year Objectives:

Objective 1 – Organizational Culture and Values

The District will cultivate a meaningful work environment that successfully recruits, retains, and develops an engaged, high-performing, mission- and values-focused team.

- Strengthen the employment webpage, job portal, and recruitment advertisement materials to help attract diverse candidates and better promote the Marin Water team and our accomplishments, brand, and culture.
- Continue to grow relationships with community-based organizations and explore new partnership opportunities with local colleges and trade schools to connect local community members, particularly those in underserved communities, with Marin Water career opportunities.
- Redesign and implement a comprehensive and welcoming onboarding process that connects newly hired employees to procedures and District resources that support the employee’s success in their role.
- Complete diversity, equity, and inclusion training throughout the organization and fold it into the onboarding process to help foster a sense of belonging across the workforce.
- Develop a broad-based employee training program that provides continued core leadership training for managers and supervisors, implements a needs assessment and training for technical staff and soft skills for all District staff, and establishes internal career track training that supports career advancement.
- Engage staff to evaluate current recognition and appreciation programs, research employer best practices, and refresh the District’s employee recognition and appreciation programs.
- Ensure integration of staff input into District decision-making through strengthened two-way internal communication strategies that better engage all staff in the business of the District and provide opportunities for employee feedback.
- Increase employee engagement and organizational improvement through periodic employee surveys, with the next one to be distributed in 2024, and implement follow-through initiatives.
- Maintain a culture of workplace safety through a continuous commitment to safety education, training, compliance, and communication.
- Assess and evaluate the District’s current work facilities to identify needed upgrades and enhancements to support a safe and productive work environment.

Objective 2 – Customer Experience

The District will seek opportunities to enhance the customer experience at every touchpoint.

- Perform an accessibility audit of the District’s public facilities, customer programs, and outreach resources to identify and implement modifications that improve access for all customers.
- Deploy internal protocols and tools to strengthen key messaging and visual brand identity to ensure consistency through every customer interaction throughout the organization.

- Establish tools that can be used for expedient geo-targeted communication to customers impacted by service interruptions due to main breaks or other temporary system shutdowns.
- Use customer survey data, census information, water use reports, and digital analytics to drive decision-making for customer communication strategies and targeted outreach campaign development for conservation programs.
- Broaden customer awareness of our service value and progress on key priorities and initiatives through creative public relations campaigns, interpretive signage, video, point-of-service displays, new technologies, community events, and District volunteer opportunities.
- Host open houses and school field trips at the watershed and treatment plant focused on building enthusiasm and interest for careers in the water industry among youth and explore the development of virtual tour options and teaching curricula that can also interactively bring these facilities into the classroom.
- Bolster community engagement with the municipalities located within the District’s service area to strengthen support from partner agencies for the important work of the District.

Objective 3 – Industry Engagement, Growth, and Leadership

The District will engage with the water industry to seek knowledge and best practices from other professionals and to contribute the District’s expertise and experiences to the field.

- Ensure that management and staff participate in industry associations to learn, share, and bring back best practices and innovations to the District for managing water resources, operations, watersheds, finances, human resources, communications, and other core services.
- Participate in professional development opportunities, including pursuing association committee seats, presenting on conference panels and seminars, submitting cutting-edge projects and papers for industry awards, and assembling teams to represent the District at regional and statewide industry operations challenges.
- Continue to build collaboration and communication with other water districts, key government agencies, stewardship networks, and stakeholder organizations.

Objective 4 – Technology, Innovation, and Process Improvements

The District will strengthen efficiencies, business services, and innovation by modernizing essential processes, partnering with others, and investing in strategic technology.

- Develop and roll out a modern, secure intranet that will provide effective information exchange and collaboration among departments and teams.
- Provide an employee self-service function for accessing payroll, timekeeping, and other administrative functions.
- Create a program that fosters and incentivizes staff to identify, suggest, and use modern processes and technologies to improve workplace efficiency.
- Partner with academic institutions to research and solve the most pressing challenges for Marin Water and the water industry, and support the use of the watershed as a research ground for academia, when appropriate.
- Strengthen succession planning by identifying and addressing gaps in documented standard operating procedures (SOPs) and ensuring an overlap of training for key positions.
- Begin conversion to advanced metering infrastructure (AMI) across the service area and develop and launch the associated customer portal to increase customer awareness of water use.

- Complete a selection process for upgrading the current enterprise resource planning system (SAP) and implement the upgrade to ensure maximized system use and integration capabilities across various operational functions.
- Replace the online customer bill pay system with a new system that improves self-service options for customers.

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UPCOMING MEETINGS

This schedule lists upcoming Marin Water Board of Directors meetings and committee meetings as well as upcoming agenda items for the next month. The schedule is tentative and subject to change pending final publication and posting of each meeting agenda.

Internal Meetings		
Meeting Date	Meeting Type	Key Item(s)
Thursday, Feb. 15, 2024 9:30 a.m.	Finance & Administration Committee Meeting/Special Meeting of the Board of Directors	Investment Policy Review
Friday, Feb. 16, 2024 9:30 a.m.	Operations Committee Meeting/Special Meeting of the Board of Directors	Lead and Coper Update
Tuesday, Feb. 27, 2024 6:30 p.m.	Board of Directors' Regular Bi-Monthly Meeting	Water Loss
Wednesday, Feb. 28, 2024 9:30 a.m.	Communications & Water Efficiency Committee Meeting/Special Meeting of the Board of Directors	Water Efficiency Programs & Outreach Campaign Update
Thursday, Feb. 29, 2024 6:00 p.m.	Watershed Committee Meeting/Special Meeting of the Board of Directors	Draft Watershed Recreation Management Feasibility Study

External Meetings	
Meeting Date	Meeting Type
Friday, Feb. 16, 2024 3:00 p.m.	Tomales Bay Foundation Advisory Committee Meeting