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

Tuesday, September 01, 2026 at 5:00 PM

AGENDA

LOCATIONS:
Open Session to start at or after 5:00 p.m.
Marin Water Board 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. **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.

4. **Directors' and General Manager's Announcements** (5:05 p.m. – Time Approximate)
5. **Board Committee Reports**

   Each Committee Chair or Vice Chair will provide a report on recent committee meetings. Directors may ask questions or provide brief comments or requests for additional information on an item.

6. **Consent Items** (5:15 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. August 18, 2026 Board of Directors' Regular Meeting Minutes

      RECOMMENDATION: Accept the minutes of the Board of Directors' meeting held on August 18, 2026

   b. Approve Amended Conflict of Interest Code

      RECOMMENDATION: Approve a resolution adopting an amended Conflict of Interest Code for Marin Municipal Water District

   c. Capital Improvement Program – North Marin Line Stabilization Phase 1: Shafter Valve Relocation Project (D26022)

      RECOMMENDATION: Approve a resolution authorizing award of Contract No. 2076, Capital Improvement Program – North Marin Line Stabilization Phase 1: Shafter Valve Relocation Project, to W.R. Forde and Associates in the amount of $722,465 and authorizing the General Manager to execute any necessary amendments to Contract No. 2061, which do not exceed $110,000

   d. Marin County Grand Jury Report Response

      RECOMMENDATION: Approve the District's response to the Grand Jury Report "*Better Service at a Lower Cost: Optimizing Essential Services for the Future of Marin*" (Report) and Authorize the General Manager to execute and transmit the response on behalf of the District

7. **Regular Items** (5:20 p.m. – Time Approximate)

   a. Award of Contract No. 2073 – Fire Flow Improvement Program – Palm Avenue Pipeline Replacement Project (F26002) to D & D Pipelines, Inc.

      RECOMMENDATION: Approve a resolution awarding Contract No. 2073, Fire Flow Improvement Program - Palm Avenue Pipeline Replacement Project, to D & D Pipelines, Inc. in the amount of $615,410 and authorizing the General Manager to execute any necessary amendments to Contract No. 2073, which do not exceed $65,000

b. Seeger Dam Spillway Modernization Design and Alternatives Selection Project

RECOMMENDATION: Approve award of professional services agreement, MA 6599, with Black and Veatch, for the Seeger Dam spillway modernization alternatives analysis and design of selected spillway alternative in the amount of $4,848,171 with a staff requested contingency of $730,000, for a total not to exceed amount of $5,578,171, for the Seeger Dam Spillway Modernization Design and Alternatives Selection Project subject to final negotiation of contract terms, and Authorize the General Manager to finalize and execute the agreement

c. Amendment No. 2 to Contract No. 2050 with Forester and Kroeger Inc.

RECOMMENDATION: Approve Amendment No. 2 to Contract No. (CN) 2050, with Forester and Kroeger, Inc. to add $483,000, which includes a 20% contingency for vegetation maintenance and landscaping services supporting the Nicasio Creek Vegetation Management 2026 Project, for a total not to exceed amount of $5,906,840, and Authorize the General Manager to execute the agreement

d. Advanced Metering Infrastructure (AMI) Opt-Out Policy

RECOMMENDATION: Receive an update regarding an Opt-Out policy for Advanced Metering Infrastructure (AMI)

8. 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, which may include Board interest in adding future meeting items. The schedule is tentative and subject to change pending final publication and posting of the meeting agendas.

a. Upcoming Meetings

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

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

11. Adjournment (7:00 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 .

Posted: 08-28-2026

MARIN WATER

STAFF REPORT

Meeting Type:	Board of Directors
Title:	August 18, 2026 Board of Directors' Regular Meeting Minutes
From:	Terrie Gillen, Board Secretary
Through:	Ben Horenstein, General Manager
Meeting Date:	September 1, 2026

TYPE OF ITEM: X Action Information

RECOMMENDATION: Accept the minutes of the Board of Directors' meeting held on August 18, 2026

SUMMARY: The Board of Directors held their regular bi-monthly meeting on August 18, 2026. The minutes from that meeting are attached for your approval.

DISCUSSION: None.

ENVIRONMENTAL REVIEW: Not applicable.

FISCAL IMPACT: None.

ATTACHMENT(S):

1. Draft August 18, 2026 Regular Meeting Minutes

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

Attachment 1

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

Tuesday, August 18, 2026 at 5:00 PM

MINUTES

LOCATIONS:
Open Session to start at or after 5:00 p.m.
Marin Water Board Room – 220 Nellen Avenue, Corte Madera, CA 94925
Outside location for Director Matt Samson – Antigua Coffee Shop, 437 A Grand Avenue, South San Francisco, CA 94080

Closed Session to immediately follow Open Session
Marin Water Mt. Tam Conference Room, 220 Nellen Avenue, Corte Madera, CA 94925

Public Participation:
The public attended this meeting in-person or remotely using one of the following methods: on a computer or smart device, https://marinwater.zoom.us/j/88134852296, or by phone, 1-669-444-9171, using Webinar ID: 881 3485 2296.

AGENDA ITEMS:

1. Call to Order and Roll Call

Board President Jed Smith called the meeting to order at 5 PM. Acting Board Secretary Tara Hagins provided roll call.

DIRECTORS PRESENT
Matt Samson (*left the meeting at approximately 6:10 PM*)
Ranjiv Khush
Diana Maier
Larry Russell
Jed Smith

2. Adoption of Agenda

Director Khush motioned to adopt the agenda. Director Maier seconded the motion.

There were no public comments.

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

Motion passed.

3. Public Comment on Non-Agenda Matters

There were two (2) public comments.

4. Directors' and General Manager's Announcements

- Board President Smith congratulated Directors Samson and Khush, as well as Ms. Erika Lovejoy, for their unopposed Marin Municipal Water District election campaigns.

- Director Khush announced the Association of California Water Agencies (ACWA) Region 1's upcoming event, *Overview of Russian River Water Systems & Water Management*, which will take place on October 28. He encouraged all to attend.

- Director Maier reported that she attended the Tomales Bay Foundation Meeting on August 12 and that its annual conference is scheduled on October 30 from 8:30 AM to 5 PM.

There were no further director announcements.

5. Board Committee Reports

- Planning Committee Chair Russell reported on items that were discussed at the Planning Committee Meeting held on July 28.

- Director Russell attended the Sonoma Water Agency Committee Meeting on August 3.

6. Consent Items

a. July 21, 2026 Board of Directors' Regular Meeting Minutes and July 28, 2026 Board of Directors' Special Meeting Minutes

RECOMMENDATION: Accept the minutes of the Board of Directors' meetings held on July 21 and July 28, 2026

b. General Manager's Report July 2026

RECOMMENDATION: Approve Report

c. Agreement with Stonecourt 365 Holdings, Inc for Remote Data Center Co-Locations Services

RECOMMENDATION: Approve an agreement with Stonecourt 365 Holdings, Inc. for remote data center co-location services through July 31, 2027, for a total amount not to exceed $60,000 and authorize the General Manager to execute the agreement

Director Maier momentarily stepped away from the dais.

Director Khush motioned to adopt the Consent Calendar items. Board Vice President Russell seconded the motion.

There were no public comments.

Voting Yea: Directors Samson, Khush, Russell, Smith

Absent: Director Maier

The items on the Consent Calendar were adopted.

7. Regular Items

a. Appointment of General Manager and Approval of New At-Will Employment Agreement, and Amendment of Existing At-Will Employment Agreement

RECOMMENDATION: Appoint Shaun Horne as the District's General Manager and approve the General Manager's At-Will employment Agreement, and Approve the Fourth Amendment of the At-Will Employment Agreement of Bennett Horenstein

Board President Smith presented this item stating that the 4th Amendment of the At-Will Employment Agreement of Bennet Horenstein was pulled. He further went on to state that Shaun Horne's appointment as General Manager will begin on October 1 and that current General Manager Horenstein will then step into the advisory role until the end of his term.

Director Maier rejoined the meeting.

The Board provided comments on Mr. Horne's appointment and the recruitment process.

Mr. Horne thanked the Board.

There was one (1) public comment.

Director Maier made the motion to appoint Shaun Horne as General Manager and approve the new At-Will Employment Agreement. Director Khush seconded the motion.

The Board unanimously voted in support of the motion.

Motion passed.

b. FY2026 Water Efficiency Year End Review

RECOMMENDATION: Receive staff update on the Water Efficiency Master Plan

Water Resources Manager Paul Sellier and Water Efficiency Manager Carrie Pollard presented this item.

Board and staff discussion ensued.

There was one (1) public comment.

Director Samson left the meeting at approximately 6:10 p.m.

This was an information item. No formal Board action was taken.

c. Nicasio Vegetation Management 2026 Project

RECOMMENDATION: Approve Nicasio Vegetation Management 2026 Project and authorize the anticipated budget not to exceed $1,054,760, which includes a 35% ($273,456) contingency; and Approve the use of the Capital Reserve to increase budget appropriations in the Capital Fund by $1,054,760 for this project

Water Resources Director Sellier presented this item.

Discussion between the Board and staff ensued.

There were no public comments.

Director Khush motioned to approve staff's recommendation. Director Maier seconded the motion.

Voting Yea: Directors Khush, Maier, Russell, and Smith

Absent: Director Samson

Motion passed.

d. Amendment No. 2 to Professional Services Agreement with Environmental Science Associates (ESA) for the Nicasio Hydrology Study

RECOMMENDATION: Approve Amendment No. 2 to the Professional Services Agreement No. 6494 with ESA to provide environmental analysis for the long-term maintenance plan and to provide support for integrating the long-term maintenance plan into the Atmospheric River Capture project description for an additional amount not to exceed $578,732 and authorize the General Manager to execute the contract amendment; and Approve the use of the Capital Reserve to increase budget appropriations in the Water Resources Administration program by $578,732

Water Resources Director Sellier also presented this item.

Discussion followed.

There were no public comments.

Director Khush motioned to approve staff's recommendation. Director Maier seconded the motion.

Voting Yea: Directors Khush, Maier, Russell, and Smith

Absent: Director Samson

Motion passed.

8. Future Board and Committee Meetings and Upcoming Agenda Items

a. Upcoming Meetings

Board President Smith announced upcoming Marin Water Board and committee meetings within the next month.

There were no comments.

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

The Board convened to Closed Session and went to the Mt. Tam Conference Room.

There were no public comments regarding this item.

a. Conference with Legal Counsel - Anticipated Litigation
(Significant Exposure to Litigation Pursuant to Paragraph (2) or (3) of Subdivision (d) California Government Code §54956.9)

Number of Cases: Unknown

The Closed Session was adjourned, and the Board returned to the Board Room.

10. Reconvene to Open Session; Closed Session Report Out

At 7:46 PM, the Board reconvened to Open Session. Board President Smith stated that no reportable action occurred.

11. Adjournment

There being no further business, the Board of Directors' regular bi-monthly meeting adjourned on August 18, 2026, at 7:47 PM.

____
Board Secretary

STAFF REPORT

Meeting Type:	Board of Directors
Title:	Approve Amended Conflict of Interest Code
From:	Vikkie Garay, Human Resources Manager
Through:	Ben Horenstein, General Manager
Meeting Date:	September 1, 2026

TYPE OF ITEM: X Action Information

RECOMMENDATION: Approve a resolution adopting an amended Conflict of Interest Code for Marin Municipal Water District

SUMMARY: California Government Code section 87300 et seq. requires that each local agency with decision-making authority adopt a Conflict of Interest Code (Code), and review and, if necessary, update that Code every two years. The Marin County Board of Supervisors, as the Code reviewing body for Marin Municipal Water District pursuant to Government Code section 82011, has requested all changes be submitted by October 1, 2026.

DISCUSSION: The attached proposed resolution, if approved by the Board, will adopt an amended Conflict of Interest Code for the District. The Fair Political Practices Commission has adopted a regulation (Title 2 California Code of Regulations Section 18730) that contains terms of a standard conflict of interest code, which can be incorporated by reference to an agency's code. Staff is recommending that with this amendment, the District incorporate Section 18730 into the District's conflict of interest code. This would help to ensure that the District's conflict of interest code meets state law requirements. The proposed amendment would also add new positions as appropriate and update retitled positions. These changes are highlighted in the proposed amended Conflict of Interest Code, attached as Exhibit A to the proposed resolution for adoption.

ENVIRONMENTAL REVIEW: Not applicable.

FISCAL IMPACT: There is no fiscal impact for updating the Marin Municipal Water District Conflict of Interest Code.

ATTACHMENT(S):

1. Proposed Resolution with Exhibit A - Marin Municipal Water District Conflict Of Interest Code August 6, 2026 (amended)
2. Title 2 California Code of Regulations Section 18730

DEPARTMENT OR DIVISION	DEPARTMENT MANAGER	APPROVED
Human Resources Department	**Vikkie Garay** **Human Resources Manager**	**Ben Horenstein** **General Manager**

Attachment: 01

MARIN MUNICIPAL WATER DISTRICT

RESOLUTION NO.

RESOLUTION OF THE BOARD OF DIRECTORS OF THE MARIN MUNICIPAL WATER DISTRICT ADOPTING AN AMENDED CONFLICT OF INTEREST CODE

WHEREAS, the Political Reform Act, California Government Code section 87300, requires all local agencies with decision making authority review their Conflict of Interest Code on a biennial basis; and

WHEREAS, the Fair Political Practices Commission (FPPC) has adopted Title 2 California Code of Regulations Section 18730, which sets forth the standard conflict of interest terms and can be incorporated by reference into the District's Conflict of Interest Code to ensure state law compliance; and

WHEREAS, the terms of California Code of Regulations Section 18730 may, following notice and hearing, be amended by the FPPC to conform to amendments to the Political Reform Act, and thus if incorporated into the Marin Municipal Water District's (District) conflict of interest code would help to ensure future compliance with state law; and

WHEREAS, the designation list for financial disclosure has been reviewed and updated to incorporate changes to address new and retitled positions within the District; and

WHEREAS, the District will be the filing officer for designated positions that are not on the District's Board of Directors and Chief Financial Officer, who shall file directly with the Fair Political Practices Commission.

NOW, THEREFORE, BE IT RESOLVED that the District's Conflict of Interest Code is hereby modified to read as specified in Exhibit A attached which is incorporated herein by this reference as the District's Conflict of Interest Code (as amended).

PASSED AND ADOPTED this 1st day of September, 2026, by the following vote of the Board of Directors.

AYES:

NOES:

ABSENT:

____
Jed Smith
President, Board of Directors

ATTEST:

____
Terrie Gillen, CMC
Board Secretary

EXHIBIT A

MARIN MUNICIPAL WATER DISTRICT
CONFLICT OF INTEREST CODE

Effective Date: September 1, 2026

The Political Reform Act (Government Code Section 81000, et seq.) requires state and local government agencies to adopt and promulgate conflict of interest codes. The Fair Political Practices Commission (FPPC) has adopted Title 2 California Code of Regulations Section 18730 that contains the terms of a standard conflict of interest code, which can be incorporated by reference in an agency's code. Section 18730 may, following notice and hearing, be amended by the FPPC to conform to amendments from time to time to the Political Reform Act. Therefore, the terms of Title 2 California Code of Regulations Section 18730 and any amendments to it duly adopted by the FPPC are hereby incorporated by reference. This latter regulation, this Introduction and Appendix A (Designated Positions and Disclosure categories) shall constitute the Conflict of Interest Code of the Marin Municipal Water District

The code requires individuals holding those positions listed in Appendix A to periodically file Statements of Economic Interests (Form 700) disclosing certain personal economic interests as determined by the code's disclosure categories, and to disqualify themselves when conflicts of interest occur. All officials and employees required to submit their Statements of Economic Interest (Statement) shall file their Statement with the Human Resources Department, excepting Directors and the District's Chief Financial Officer, who shall file directly with the FPPC. Upon receipt of the Statements, the District shall retain copies and make them available for inspection and reproduction (Cal. Govt. Code Section 1008).

Appendix A
Marin Municipal Water District Conflict of Interest Code

DESIGNATED POSITIONS	DISCLOSURE CATEGORIES
Director Candidate for Director Member of Board Committee General Manager District General Counsel Staff Attorney Board Secretary Executive Assistant to the General Manager Administrative/Legal Support Specialist Director of Engineering Director of Watershed Resources Finance Director/ Treasurer Finance Manager Financial Management Analyst Principal Grants and Legislative Analyst (title change from Grants Program Coordinator) Operations Director Water Resources Director	All categories
Superintendent of System Maintenance and Support Services	1, 2, 3, 4, 6, 7
Human Resources Manager	5, 6, 7
~~Assistant Superintendent of Operations~~ Buyer/Sr. Buyer Information Systems Analyst Supervisor Information Technology Manager Natural Resources Program Manager Natural Resources Program Manager – Fisheries (new) Program Manager (AMI)	6, 7

Safety and Emergency Response Manager
Superintendent of Operations
~~Superintendent of Water Treatment~~
Supervisor Facilities Maintenance and Special Projects
System Maintenance Superintendent
~~Water Quality Laboratory Manager~~
Water Resources Manager (new)
Water Quality Manager
Watershed Maintenance Supervisor
Watershed Protection Manager – Chief Ranger

DESIGNATED POSITIONS	**DISCLOSURE CATEGORIES**
Associate Engineer	1, 2, 3, 4
Associate Water Resources Specialist	
Principal Human Resources Analyst (title change from Senior HR Analyst)	
Backflow and Reclamation Supervisor	
Communications and Public Affairs Manager	
Engineering Records Manager (new)	
Engineering Support Services Manager	
Engineering Technician Supervisor	
Land Surveyor / Assistant Land Surveyor	
Management Analyst	
Engineer Manager I	
Engineer Manager II	
Real Property Agent	
Principal Human Resources Analyst	
Water Conservation Manager	
Water Conservation Supervisor	

Consultant[1]

1 Consultants shall be included in the list of designated employees and shall disclose pursuant to the broadest disclosure category in the code subject to the following limitation:
The General Manager may determine in writing that a particular consultant, although a "designated position," is hired to perform a range of duties that is limited in scope and thus is not required to fully comply with the disclosure requirements described in this section. Such written determination shall include a description of the consultant's duties and based upon that description, a statement of the extent of disclosure requirements. The General Manager's determination is a public record and shall be retained for public inspection in the same manner and location as this Conflict of Interest code.

DISCLOSURE CATEGORIES

The disclosure categories listed below identify the types of investments, business entities, sources of income, or real property that the Designated Employee must disclose for each disclosure category to which he or she is assigned.

Category 1: All investments and business positions in, and sources of income from, all business entities that do business or own real property in the District, plan to do business or own real property in the District within the next year or have done business or owned real property in the District within the past two years.

Category 2: All interest in real property that is located in the District.

Category 3: All investments and business positions in, and sources of income from, business entities subject to the regulatory or permit authority of the Designated Employee's division, will be subject to such authority with the next year or have been subject to such authority within the past two years.

Category 4: All investments in, and sources of income from, business entities that are engaged in land development, construction or the acquisition or sale of real property in the District, plan to engage in such activities in the District within the next year or have engaged in such activities in the District within the past two years.

Category 5: All investments and business positions in, and sources of income from, business entities that are banking, savings and loan or other financial institutions.

Category 6: All investments and business positions in, and sources of income from, business entities that provide services, supplies, materials, machinery or equipment of a type purchased or leased by the District.

Category 7: All investments and business positions in, and sources of income from, business entities that provide services, supplies, materials, machinery or equipment of a type used or administered by the Designated Employee's division.

Amend 2 Cal. Code Regs., Section 18730 to read:

§ 18730. Provisions of Conflict of Interest Codes.

(a) Incorporation by reference of the terms of this regulation along with the designation of employees and the formulation of disclosure categories in the Appendix referred to below constitute the adoption and promulgation of a conflict of interest code within the meaning of Section 87300 or the amendment of a conflict of interest code within the meaning of Section 87306 if the terms of this regulation are substituted for terms of a conflict of interest code already in effect. A code so amended or adopted and promulgated requires the reporting of reportable items in a manner substantially equivalent to the requirements of article 2 of chapter 7 of the Political Reform Act, Sections 81000, et seq. The requirements of a conflict of interest code are in addition to other requirements of the Political Reform Act, such as the general prohibition against conflicts of interest contained in Section 87100, and to other state or local laws pertaining to conflicts of interest.

(b) The terms of a conflict of interest code amended or adopted and promulgated pursuant to this regulation are as follows:

(1) Section 1. Definitions.

The definitions contained in the Political Reform Act of 1974, regulations of the Fair Political Practices Commission (Regulations 18110, et seq.), and any amendments to the Act or regulations, are incorporated by reference into this conflict of interest code.

(2) Section 2. Designated Employees. The persons holding positions listed in the Appendix are designated employees. It has been determined that these persons make or 1participate in the making of decisions which may foreseeably have a material effect on economic interests.

(3) Section 3. Disclosure Categories.

This code does not establish any disclosure obligation for those designated employees who are also specified in Section 87200 if they are designated in this code in that same capacity or if the geographical jurisdiction of this agency is the same as or is wholly included within the jurisdiction in which those persons must report their economic interests pursuant to article 2 of chapter 7 of the Political Reform Act, Sections 87200, et seq. In addition, this code does not establish any disclosure obligation for any designated employees who are designated in a conflict of interest code for another agency, if all of the following apply:

(A) The geographical jurisdiction of this agency is the same as or is wholly included within the jurisdiction of the other agency;

(B) The disclosure assigned in the code of the other agency is the same as that required under article 2 of chapter 7 of the Political Reform Act, Section 87200; and

(C) The filing officer is the same for both agencies. [FN1]

Such persons are covered by this code for disqualification purposes only. With respect to all other designated employees, the disclosure categories set forth in the Appendix specify which kinds of economic interests are reportable. Such a designated employee shall disclose in the employee's statement of economic interests those economic interests the employee has which are of the kind described in the disclosure categories to which the employee is assigned in the Appendix. It has been determined that the economic interests set forth in a designated employee's disclosure categories are the kinds of economic interests which the employee foreseeably can affect materially through the conduct of the employee's office.

(4) Section 4. Statements of Economic Interests: Place of Filing.

The code reviewing body shall instruct all designated employees within its code to file statements of economic interests with the agency or with the code reviewing body, as provided by the code reviewing body in the agency's conflict of interest code <u>or with the Fair Political Practices Commission using the Commission's electronic filing system as required under Section 87500</u>. [FN2]

(5) Section 5. Statements of Economic Interests: Time of Filing.

(A) Initial Statements. All designated employees employed by the agency on the effective date of this code, as originally adopted, promulgated and approved by the code reviewing body, shall file statements within 30 days after the effective date of this code. Thereafter, each person already in a position when it is designated by an amendment to this code shall file an initial statement within 30 days after the effective date of the amendment.

(B) Assuming Office Statements. All persons assuming designated positions after the effective date of this code shall file statements within 30 days after assuming the designated positions, or if subject to State Senate confirmation, 30 days after being nominated or appointed.

(C) Annual Statements. All designated employees shall file statements no later than April 1. If a person reports for military service as defined in the Servicemember's Civil Relief Act, the deadline for the annual statement of economic interests is 30 days following the person's return to office, provided the person, or someone authorized to represent the person's interests, notifies the filing officer in writing prior to the applicable filing deadline that the person is subject to that federal statute and is unable to meet the applicable deadline, and provides the filing officer verification of the person's military status.

(D) Leaving Office Statements. All persons who leave designated positions shall file statements within 30 days after leaving office.

(5.5) Section 5.5. Statements for Persons Who Resign Prior to Assuming Office.

Any person who resigns within 12 months of initial appointment, or within 30 days of the date of notice provided by the filing officer to file an assuming office statement, is not deemed to have assumed office or left office, provided the person did not make or participate in the making of, or use the person's position to influence any decision and did not receive or become entitled to receive any form of payment as a result of the person's appointment. Such persons shall not file either an assuming or leaving office statement.

(A) Any person who resigns a position within 30 days of the date of a notice from the filing officer shall do both of the following:

(1) File a written resignation with the appointing power; and

(2) File a written statement with the filing officer declaring under penalty of perjury that during the period between appointment and resignation the person did not make, participate in the making, or use the position to influence any decision of the agency or receive, or become entitled to receive, any form of payment by virtue of being appointed to the position.

(6) Section 6. Contents of and Period Covered by Statements of Economic Interests.

(A) Contents of Initial Statements. Initial statements shall disclose any reportable investments, interests in real property and business positions held on the effective date of the code and income received during the 12 months prior to the effective date of the code.

(B) Contents of Assuming Office Statements.

Assuming office statements shall disclose any reportable investments, interests in real property and business positions held on the date of assuming office or, if subject to State Senate confirmation or appointment, on the date of nomination, and income received during the 12 months prior to the date of assuming office or the date of being appointed or nominated, respectively.

(C) Contents of Annual Statements. Annual statements shall disclose any reportable investments, interests in real property, income and business positions held or received during the previous calendar year provided, however, that the period covered by an employee's first annual statement shall begin on the effective date of the code or the date of assuming office whichever is later, or for a board or commission member subject to Section 87302.6, the day after the closing date of the most recent statement filed by the member pursuant to Regulation 18754.

(D) Contents of Leaving Office Statements.

Leaving office statements shall disclose reportable investments, interests in real property, income and business positions held or received during the period between the closing date of the last statement filed and the date of leaving office.

(7) Section 7. Manner of Reporting.

Statements of economic interests shall be made on forms prescribed by the Fair Political Practices Commission and supplied by the agency, and shall contain the following information:

(A) Investment and Real Property Disclosure.

When an investment or an interest in real property [FN3] is required to be reported, [FN4] the statement shall contain the following:

1. A statement of the nature of the investment or interest;

2. The name of the business entity in which each investment is held, and a general description of the business activity in which the business entity is engaged;

3. The address or other precise location of the real property;

4. A statement whether the fair market value of the investment or interest in real property equals or exceeds $2,000, exceeds $10,000, exceeds $100,000, or exceeds $1,000,000.

(B) Personal Income Disclosure. When personal income is required to be reported, [FN5] the statement shall contain:

1. The name and address of each source of income aggregating $500 or more in value, or $50 or more in value if the income was a gift, and a general description of the business activity, if any, of each source;

2. A statement whether the aggregate value of income from each source, or in the case of a loan, the highest amount owed to each source, was $1,000 or less, greater than $1,000, greater than $10,000, or greater than $100,000;

3. A description of the consideration, if any, for which the income was received;

4. In the case of a gift, the name, address and business activity of the donor and any intermediary through which the gift was made; a description of the gift; the amount or value of the gift; and the date on which the gift was received;

5. In the case of a loan, the annual interest rate and the security, if any, given for the loan and the term of the loan.

(C) Business Entity Income Disclosure. When income of a business entity, including income of a sole proprietorship, is required to be reported, [FN6] the statement shall contain:

1. The name, address, and a general description of the business activity of the business entity;

2. The name of every person from whom the business entity received payments if the filer's pro rata share of gross receipts from such person was equal to or greater than $10,000.

(D) Business Position Disclosure. When business positions are required to be reported, a designated employee shall list the name and address of each business entity in which the employee is a director, officer, partner, trustee, employee, or in which the employee holds any position of management, a description of the business activity in which the business entity is engaged, and the designated employee's position with the business entity.

(E) Acquisition or Disposal During Reporting Period. In the case of an annual or leaving office statement, if an investment or an interest in real property was partially or wholly acquired or disposed of during the period covered by the statement, the statement shall contain the date of acquisition or disposal.

(8) Section 8. Prohibition on Receipt of Honoraria.

(A) No member of a state board or commission, and no designated employee of a state or local government agency, shall accept any honorarium from any source, if the member or employee would be required to report the receipt of income or gifts from that source on the member's or employee's statement of economic interests.

(B) This section shall not apply to any part-time member of the governing board of any public institution of higher education, unless the member is also an elected official.

(C) Subdivisions (a), (b), and (c) of Section 89501 shall apply to the prohibitions in this section.

(D) This section shall not limit or prohibit payments, advances, or reimbursements for travel and related lodging and subsistence authorized by Section 89506.

(8.1) Section 8.1. Prohibition on Receipt of Gifts in Excess of $590.

(A) No member of a state board or commission, and no designated employee of a state or local government agency, shall accept gifts with a total value of more than $590 in a calendar year from any single source, if the member or employee would be required to report the receipt of income or gifts from that source on the member's or employee's statement of economic interests.

(B) This section shall not apply to any part-time member of the governing board of any public institution of higher education, unless the member is also an elected official.

(C) Subdivisions (e), (f), and (g) of Section 89503 shall apply to the prohibitions in this section.

(8.2) Section 8.2. Loans to Public Officials.

(A) No elected officer of a state or local government agency shall, from the date of the election to office through the date that the officer vacates office, receive a personal loan from any officer, employee, member, or consultant of the state or local government agency in which the elected officer holds office or over which the elected officer's agency has direction and control.

(B) No public official who is exempt from the state civil service system pursuant to subdivisions (c), (d), (e), (f), and (g) of Section 4 of Article VII of the Constitution shall, while he or she holds office, receive a personal loan from any officer, employee, member, or consultant of the state or local government agency in which the public official holds office or over which the public official's agency has direction and control. This subdivision shall not apply to loans made to a public official whose duties are solely secretarial, clerical, or manual.

(C) No elected officer of a state or local government agency shall, from the date of the election to office through the date that the officer vacates office, receive a personal loan from any person who has a contract with the state or local government agency to which that elected officer has been elected or over which that elected officer's agency has direction and control.

This subdivision shall not apply to loans made by banks or other financial institutions or to any indebtedness created as part of a retail installment or credit card transaction, if the loan is made or the indebtedness created in the lender's regular course of business on terms available to members of the public without regard to the elected officer's official status.

(D) No public official who is exempt from the state civil service system pursuant to subdivisions (c), (d), (e), (f), and (g) of Section 4 of Article VII of the Constitution shall, while the official holds office, receive a personal loan from any person who has a contract with the state or local government agency to which that elected officer has been elected or over which that elected officer's agency has direction and control. This subdivision shall not apply to loans made by banks or other financial institutions or to any indebtedness created as part of a retail installment or credit card transaction, if the loan is made or the indebtedness created in the lender's regular course of business on terms available to members of the public without regard to the elected officer's official status. This subdivision shall not apply to loans made to a public official whose duties are solely secretarial, clerical, or manual.

(E) This section shall not apply to the following:

1. Loans made to the campaign committee of an elected officer or candidate for elective office.

2. Loans made by a public official's spouse, child, parent, grandparent, grandchild, brother, sister, parent-in-law, brother-in-law, sister-in-law, nephew, niece, aunt, uncle, or first cousin, or the spouse of any such persons, provided that the person making the loan is not acting as an agent or intermediary for any person not otherwise exempted under this section.

3. Loans from a person which, in the aggregate, do not exceed $500 at any given time.

4. Loans made, or offered in writing, before January 1, 1998. 9(8.3) Section 8.3. Loan Terms.

(A) Except as set forth in subdivision (B), no elected officer of a state or local government agency shall, from the date of the officer's election to office through the date the officer vacates office, receive a personal loan of $500 or more, except when the loan is in writing and clearly states the terms of the loan, including the parties to the loan agreement, date of the loan, amount of the loan, term of the loan, date or dates when payments shall be due on the loan and the amount of the payments, and the rate of interest paid on the loan.

(B) This section shall not apply to the following types of loans:

1. Loans made to the campaign committee of the elected officer.

2. Loans made to the elected officer by his or her spouse, child, parent, grandparent, grandchild, brother, sister, parent-in-law, brother-in-law, sister-in-law, nephew, niece, aunt, uncle, or first cousin, or the spouse of any such person, provided that the person making the loan is not acting as an agent or intermediary for any person not otherwise exempted under this section.

3. Loans made, or offered in writing, before January 1, 1998. (C) Nothing in this section shall exempt any person from any other provision of Title 9 of the Government Code.

(8.4) Section 8.4. Personal Loans.

(A) Except as set forth in subdivision (B), a personal loan received by any designated employee shall become a gift to the designated employee for the purposes of this section in the following circumstances:

1. If the loan has a defined date or dates for repayment, when the statute of limitations for filing an action for default has expired.

2. If the loan has no defined date or dates for repayment, when one year has elapsed from the later of the following:

a. The date the loan was made.

b. The date the last payment of $100 or more was made on the loan.

c. The date upon which the debtor has made payments on the loan aggregating to less than $250 during the previous 12 months.

(B) This section shall not apply to the following types of loans:

1. A loan made to the campaign committee of an elected officer or a candidate for elective office.

2. A loan that would otherwise not be a gift as defined in this title.

3. A loan that would otherwise be a gift as set forth under subdivision (A), but on which the creditor has taken reasonable action to collect the balance due.

4. A loan that would otherwise be a gift as set forth under subdivision (A), but on which the creditor, based on reasonable business considerations, has not undertaken collection action. Except in a criminal action, a creditor who claims that a loan is not a gift on the basis of this paragraph has the burden of proving that the decision for not taking collection action was based on reasonable business considerations.

5. A loan made to a debtor who has filed for bankruptcy and the loan is ultimately discharged in bankruptcy.

(C) Nothing in this section shall exempt any person from any other provisions of Title 9 of the Government Code.

(9) Section 9. Disqualification.

No designated employee shall make, participate in making, or in any way attempt to use the employee's official position to influence the making of any governmental decision which the employee knows or has reason to know will have a reasonably foreseeable material financial effect, distinguishable from its effect on the public generally, on the official or a member of the official's immediate family or on:

(A) Any business entity in which the designated employee has a direct or indirect investment worth $2,000 or more;

(B) Any real property in which the designated employee has a direct or indirect interest worth $2,000 or more;

(C) Any source of income, other than gifts and other than loans by a commercial lending institution in the regular course of business on terms available to the public without regard to official status, aggregating $500 or more in value provided to, received by or promised to the designated employee within 12 months prior to the time when the decision is made;

(D) Any business entity in which the designated employee is a director, officer, partner, trustee, employee, or holds any position of management; or

(E) Any donor of, or any intermediary or agent for a donor of, a gift or gifts aggregating $590 or more provided to, received by, or promised to the designated employee within 12 months prior to the time when the decision is made.

(9.3) Section 9.3. Legally Required Participation.

No designated employee shall be prevented from making or participating in the making of any decision to the extent the employee's participation is legally required for the decision to be made. The fact that the vote of a designated employee who is on a voting body is needed to break a tie does not make the employees' participation legally required for purposes of this section.

(9.5) Section 9.5. Disqualification of State Officers and Employees.

In addition to the general disqualification provisions of section 9, no state administrative official shall make, participate in making, or use the official's position to influence any governmental decision directly relating to any contract where the state administrative official knows or has reason to know that any party to the contract is a person with whom the state administrative official, or any member of the official's immediate family has, within 12 months prior to the time when the official action is to be taken:

(A) Engaged in a business transaction or transactions on terms not available to members of the public, regarding any investment or interest in real property; or

(B) Engaged in a business transaction or transactions on terms not available to members of the public regarding the rendering of goods or services totaling in value $1,000 or more.

(10) Section 10. Disclosure of Disqualifying Interest.

When a designated employee determines that the employee should not make a governmental decision because the employee has a disqualifying interest in it, the determination not to act may be accompanied by disclosure of the disqualifying interest.

(11) Section 11. Assistance of the Commission and Counsel.

Any designated employee who is unsure of the duties under this code may request assistance from the Fair Political Practices Commission pursuant to Section 83114 and Regulations 18329 and 18329.5 or from the attorney for the employee's agency, provided that nothing in this section requires the attorney for the agency to issue any formal or informal opinion.

(12) Section 12. Violations.

This code has the force and effect of law. Designated employees violating any provision of this code are subject to the administrative, criminal and civil sanctions provided in the Political 13Reform Act, Sections 81000-91014. In addition, a decision in relation to which a violation of the disqualification provisions of this code or of Section 87100 or 87450 has occurred may be set aside as void pursuant to Section 91003.

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1 Designated employees who are required to file statements of economic interests under any other agency's conflict of interest code, or under article 2 for a different jurisdiction, may expand their statement of economic interests to cover reportable interests in both jurisdictions, and file copies of this expanded statement with both entities in lieu of filing separate and distinct statements, provided that each copy of such expanded statement filed in place of an original is signed and verified by the designated employee as if it were an original. See Section 81004.

2 See Section 81010 and Regulation 18115 for the duties of filing officers and persons in agencies who make and retain copies of statements and forward the originals to the filing officer.

3 For the purpose of disclosure only (not disqualification), an interest in real property does not include the principal residence of the filer.

4 Investments and interests in real property which have a fair market value of less than $2,000 are not investments and interests in real property within the meaning of the Political Reform Act. However, investments or interests in real property of an individual include those held by the individual's spouse and dependent children as well as a pro rata share of any investment or interest in real property of any business

entity or trust in which the individual, spouse and dependent children own, in the aggregate, a direct, indirect or beneficial interest of 10 percent or greater.

5 A designated employee's income includes the employee's community property interest in the income of the employee's spouse but does not include salary or reimbursement for expenses received from a state, local or federal government agency.

6 Income of a business entity is reportable if the direct, indirect or beneficial interest of the filer and the filer's spouse in the business entity aggregates a 10 percent or greater interest. In addition, the disclosure of persons who are clients or customers of a business entity is required only if the clients or customers are within one of the disclosure categories of the filer.

NOTE: Authority cited: Section 83112, Government Code. Reference: Sections 87103(e), 87300-87302, 89501, 89502 and 89503, Government Code.

MARIN WATER

STAFF REPORT

Meeting Type:	Board of Directors
Title:	Capital Improvement Program – North Marin Line Stabilization Phase 1: Shafter Valve Relocation Project (D26022)
From:	Alex Anaya, Director of Engineering
Through:	Ben Horenstein, General Manager
Meeting Date:	September 1, 2026

TYPE OF ITEM: X Action Information

RECOMMENDATION: Approve a resolution authorizing award of Contract No. 2076, Capital Improvement Program – North Marin Line Stabilization Phase 1: Shafter Valve Relocation Project, to W.R. Forde and Associates in the amount of $722,465 and authorizing the General Manager to execute any necessary amendments to Contract No. 2061, which do not exceed $110,000

SUMMARY: The Capital Improvement Program – North Marin Line Stabilization – Phase 1 Project will install a new 24" control valve on Lower Peters Dam Road near Sir Francis Drake Boulevard and install approximately 160 feet of new 24-inch pipe near the Inkwells Bridge crossing.

DISCUSSION: This item was previously reviewed at the November 13th, 2025 Planning Committee, the December 16th, 2025 Board Meeting where the Board adopted a Supplemental Initial Study/Mitigated Negative Declaration and approved revisions to the North Marin Line Stabilization Project (Project), which was originally approved in 2016. Additional review of the Project was presented at the June 30, 2026 Planning Committee.

The North Marin Line Stabilization – Phase 1 Project is a component of the District's Capital Improvement Program. The North Marin Line (NML) is a critical raw water transmission pipeline constructed in 1957 to convey water from Kent Reservoir and Nicasio Reservoir to the San Geronimo Water Treatment Plant. The two existing NML creek crossings over San Geronimo Creek are free-spanning with minimal supports, which does not align with current seismic standards and practices. The North Marin Line Stabilization Project, Phases 1 and 2, will improve one of the two existing creek crossings to modern seismic standards and eliminate the other through the relocation of a control valve and approximately 1,700 feet of raw water transmission main. Due to the complexity of the project, staff elected to design and construct the project in two phases. As this schedule change deviated from that reviewed in the Supplemental MND, staff prepared an addendum to the MND to determine whether this minor revision would require further review pursuant to the California Environmental Quality Act (CEQA). The addendum was prepared in compliance with CEQA Guidelines

Section 15164. The addendum concludes, consistent with CEQA Guidelines Section 15162, that no further CEQA review was required.

Phase 1 of the Project will relocate and replace an existing 1957 (68-year-old) control valve, which is critical to the District's transmission system and necessary for regulating flow from both Kent and Nicasio Reservoir, which are sources of raw water to the San Geronimo Treatment Plant. Phase 1 will also install approximately 160 feet of new 24-inch welded steel pipe on Lower Peters Dam Road and Sir Francis Drake Boulevard. This will improve resiliency of the North Marin Line along these stretches of Lower Peters Dam Road and Sir Francis Drake Boulevard. Phase 1 will also install the necessary valves and piping in place to avoid disrupting flow from Kent Reservoir to the San Geronimo Treatment Plant between Phase 1 and 2, and more importantly, during Phase 2 when the concurrent Tocaloma Pump Station Rehabilitation project will be underway.

Phase 2 will involve replacing one existing creek crossing with a 36-inch welded steel pipeline supported on a single-span steel truss bridge affixed on deep pier foundations outside the creek channel and installing approximately 1,700 feet of new 36-inch diameter buried pipeline within Sir Francis Drake Boulevard.

Phase 1 and Phase 2 of the Projects will improve the seismic resilience and reliability of this critical raw water conveyance facility by addressing two significant single points of failure within the transmission system. These improvements will reduce operational risk, eliminate one of the two existing creek crossings, and enhance the long-term reliability of the District's raw water infrastructure.

The construction window for this work is set outside the Northern Spotted Owl nesting season from February 1st to July 31st. Phase 1 of this Project will take place in the locations described in Table 1 below and shown on the map provided in Attachment 2.

Table 1. Pipeline Replacement Locations, Lengths, Installation Dates, and Existing Sizes and Types

Street	Length (ft)	Installation Date	Existing Size & Type
Lower Peters Dam Rd	100	1957	27" ID ACCP
Sir Francis Drake Blvd	60	1957	27" ID ACCP

*ACCP = American Concrete Cylinder Pipe

On August 18, 2026, the District opened two (2) bids, as shown in Table 2, for the North Marin Line Stabilization Phase 1: Shafter Valve Relocation Project. W.R. Forde and Associates, Inc. submitted the lowest responsive and responsible bid in the amount of $722,465. The bid amount exceeded the engineer's estimate, particularly on the electrical equipment bid items. Staff has reviewed these bid amounts and has found the costs to be within reason. Staff has concluded that electrical labor hours were underestimated in the original engineer's estimate. Therefore, staff recommends that the Board of Directors approve a resolution awarding Contract No. 2076 to W.R. Forde and Associates, Inc. in the amount of $722,465 and authorizing the General Manager to execute any necessary amendments to Contract No. 2076, which do not exceed $110,000.

Table 2. Bid Results for the North Marin Line Stabilization Phase 1: Shafter Valve Relocation Project

Bid Rank	Contractor Name	Bid Amount
1.	W.R. Forde and Associates, Inc.	$722,465
2.	Piazza Construction	$920,000

Engineer's Estimate: $480,000

A summary of the estimated project costs and schedule are provided below.

Budget:

Contract Award :	$722,465
Contingency (10%):	$110,000
Materials and Professional Fees:	$336,000
District Labor/Inspection:	$215,000
Total Budget:	$1,383,465
Budget Category:	A1A03

Project Implementation:

Project Advertisement:	August 4, 2026
Bid Opening:	August 18, 2026
Project Award:	September 1, 2026
Estimated Completion Date:	October 30, 2027
Duration:	424 days

ENVIRONMENTAL REVIEW: The District previously adopted an Initial Study/Mitigated Negative Declaration (IS/MND) for the North Marin Line Stabilization Project in 2016 and a Supplemental IS/MND in December 2025. The Final and Supplemental IS/MNDs evaluated the potential environmental impacts associated with construction and operation of the Project and identified mitigation measures to reduce potentially significant environmental impacts to less-than-significant levels.

Since adoption of the Supplemental IS/MND (2025), the District has refined the construction sequencing and schedule to implement the Project in two phases. Pursuant to CEQA Guidelines Section 15164, an Addendum has been prepared to evaluate these modifications and determine whether further environmental review is required. The Addendum concludes that the modifications would not result in new significant environmental effects or a substantial increase in the severity of previously identified effects, and that no substantial changes in circumstances or new information of substantial importance have occurred that would require subsequent environmental review pursuant to CEQA Guidelines Section 15162. Accordingly, no further environmental review is required under CEQA.

FISCAL IMPACT: The total cost to complete the North Marin Line Stabilization Phase 1 project is estimated at $1,383,465 inclusive of District labor, materials, and contingencies.

ATTACHMENT(S):

1. Proposed Resolution
2. Site Map
3. Addendum to the IS/MND

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

Attachment: 1

MARIN MUNICIPAL WATER DISTRICT

RESOLUTION NO.

A RESOLUTION OF THE BOARD OF THE MARIN MUNICIPAL WATER DISTRICT APPROVING AWARD OF CONSTRUCTION CONTRACT NO. 2076 TO W.R. FORDE AND ASSOCIATES, INC. FOR THE CAPITAL IMPROVEMENT PROGRAM – NORTH MARIN STABILIZATION PHASE 1: SHAFTER VALVE REPLACEMENT PROJECT

WHEREAS, on August 4, 2026, the District advertised Contract No. 2076, Capital Improvement Program – North Marin Line Stabilization Phase 1: Shafter Valve Relocation Project (D26022), which will install a new 24" control valve and approximately 160 feet of new 24-inch pipe at the intersection of Lower Peters Dam Road and Sir Francis Drake Boulevard; and

WHEREAS, the District received and publicly opened two (2) bids on August 18, 2026, of which the W.R. Forde and Associates, Inc. bid of $722,465 was the lowest responsive and responsible bid.

NOW, THEREFORE, THE BOARD OF DIRECTORS RESOLVES that:

1. The bid of $722,465 submitted by W.R. Forde and Associates, Inc. for the Capital Improvement Program – North Marin Line Stabilization Phase 1: Shafter Valve Relocation Project under Contract No. 2076 ("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 $110,000.

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 W.R. Forde and Associates, Inc. are to be rejected.

5. The Board has reviewed and considered the Addendum to the 2016 Initial Study/Mitigated Negative Declaration and Supplemental Initial Study/Mitigated Negative Declaration for the North Marin Line Stabilization Project, prepared pursuant to CEQA Guidelines Section 15164 to evaluate modifications to the Project related to construction sequencing and schedule, including implementation of the Project into phases.

6. Based on the Addendum and the record before it, the Board finds that the Project modifications would not result in new significant environmental effects or a substantial increase in the severity of previously identified effects, and that no substantial changes in circumstances or new information of substantial importance have occurred that would require subsequent environmental review pursuant to CEQA Guidelines Section 15162. The Board further finds that the Addendum reflects the District's independent judgment and analysis, adopts the Addendum, and finds that no further environmental review is required under CEQA.

PASSED AND ADOPTED this 1st day of September, 2026, by the following vote of the Board of Directors.

AYES:

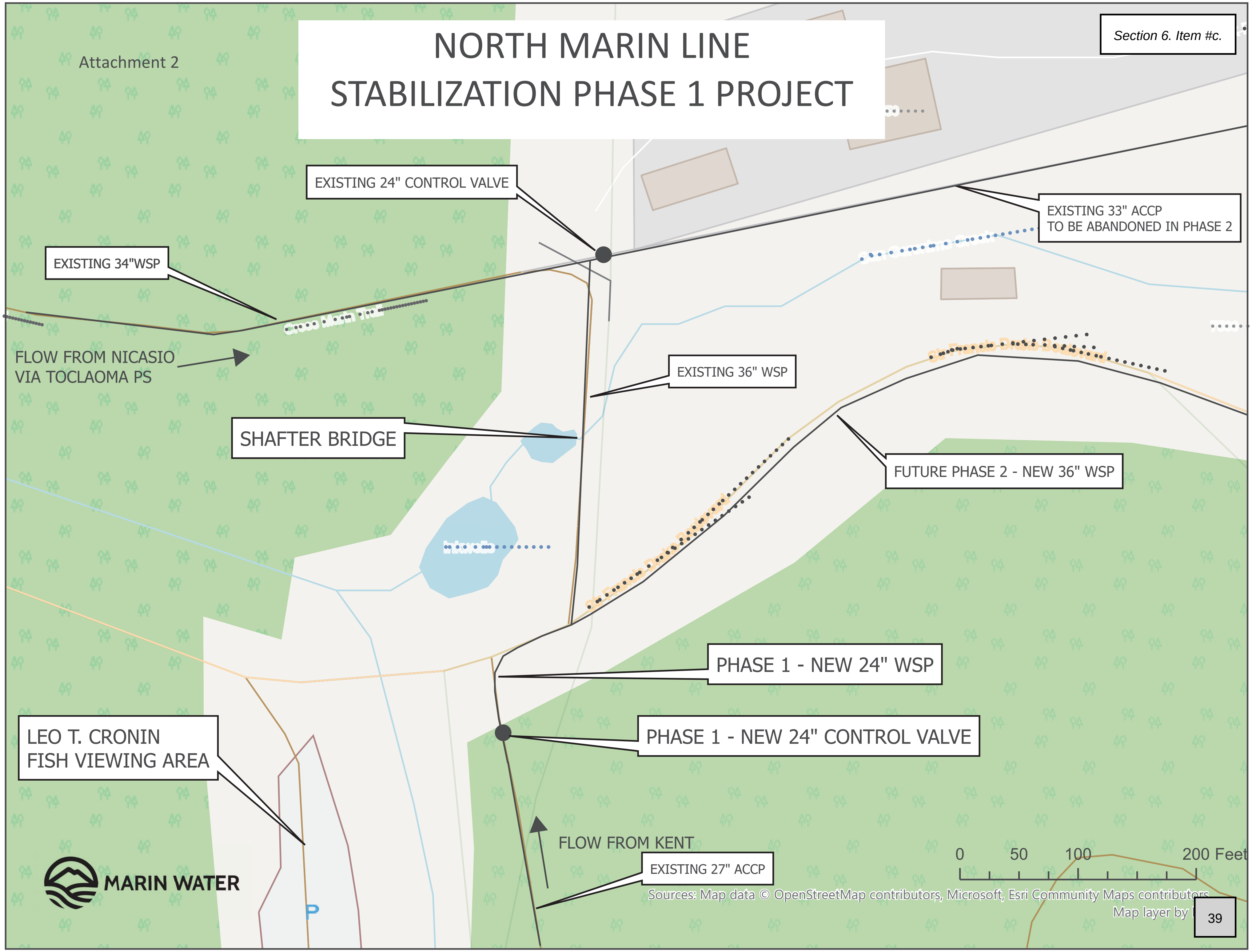
NOES:

ABSENT:

____
Jed Smith
President, Board of Directors

ATTEST:

____
Terrie Gillen, CMC
Board Secretary


Attachment 2
NORTH MARIN LINE
STABILIZATION PHASE 1 PROJECT
EXISTING 24" CONTROL VALVE
EXISTING 33" ACCP
TO BE ABANDONED IN PHASE 2
EXISTING 34"WSP
FLOW FROM NICASIO
VIA TOCLAOMA PS
EXISTING 36" WSP
SHAFTER BRIDGE
FUTURE PHASE 2 - NEW 36" WSP
PHASE 1 - NEW 24" WSP
PHASE 1 - NEW 24" CONTROL VALVE
LEO T. CRONIN
FISH VIEWING AREA
FLOW FROM KENT
EXISTING 27" ACCP
MARIN WATER
0 50 100 200 Feet
Sources: Map data © OpenStreetMap contributors, Microsoft, Esri Community Maps contributors
Map layer by

MEMORANDUM

Date: August 03, 2026

To: Bennett Horenstein, Marin Water, General Manager

From: Carly Blanchard, Marin Water, Environmental Planner

Subject: North Marin Line Stabilization Project – Addendum to review Project construction schedule modifications

In 2016, the Marin Municipal Water (District or Marin Water) Board of Directors adopted an Initial Study/Mitigated Negative Declaration (2016 IS/MND) pursuant to the California Environmental Quality Act (CEQA) and approved the North Marin Line Stabilization Project (Project). The Project was revised in 2025, and the Board of Directors adopted a Supplemental IS/MND (Supplemental IS/MND), which reviews the proposed revisions pursuant to CEQA, and approved the Project as revised on December 16, 2025 (resolution No. 8825). District staff has identified minor modifications to the Project, specifically the construction schedule will be extended from one construction season to two, and this addendum was prepared to review the proposed modifications to determine whether further CEQA review is required. Staff has determined that the modifications to the Project are within the scope of the 2016 and Supplemental IS/MND and no further environmental review is required.

INTRODUCTION

The 2016 and Supplemental IS/MNDs evaluated the potential environmental impacts anticipated to result from construction and operation of the Project and through the adoption of a mitigation monitoring and reporting program (MMRP) mitigation was identified to reduce potentially significant environmental impacts to less than significant. The Project would replace the existing portions of the North Marin pipeline with a new pipeline above the existing creek crossing at Site 2, install a new pipeline segment within Sir Francisc Drake Boulevard, and then remove portions of the existing pipeline and its pile supports at Sites 1 and 2. The Project also includes replacement of Marin Water's Shafter Valve, which is currently located near the Shafter Bridge in Lagunitas. Once completed, the Project would (1) improve pipeline stabilization, preventing future failure that could impact federally protected waters; (2) ensure secure water deliveries to Marin Water customers; and (3), improve existing habitat in San Geronimo Creek by removing existing fill.

This Addendum is prepared pursuant to CEQA Guidelines Section 15164(b) which states: "An addendum to an adopted negative declaration may be prepared if only minor technical changes or additions are necessary or none of the conditions described in Section 15162 calling for preparation of a subsequent EIR or negative declaration have occurred" Section 15162 specifies that "no subsequent EIR [or MND] shall be prepared for that project unless the lead agency determines one or more of the following:

1. Substantial changes are proposed in the project which will require major revisions of the previous EIR [or MND] due to the involvement of new significant environmental effects or a substantial increase in the severity of previously identified significant effects;

2. Substantial changes occur with respect to the circumstances under which the project is undertaken which will require major revisions of the previous EIR [or MND] due to the involvement of new significant environmental effects or a substantial increase in the severity of previously identified significant effects; or

3. New information of substantial importance, which was not known and could not have been known with the exercise of reasonable diligence at the time the previous EIR [or MND] was certified as complete was adopted, shows any of the following:

    a. The project will have one or more significant effects not discussed in the previous EIR [or MND];

    b. Significant effects previously examined will be substantially more severe than shown in the previous EIR [or MND];

    c. Mitigation measures or alternatives previously found not to be feasible would in fact be feasible and would substantially reduce one or more significant effects of the project, but the project proponents decline to adopt the mitigation measure or alternative; or

    d. Mitigation measures or alternatives which are considerably different from those analyzed in the previous EIR [or MND] would substantially reduce one or more significant effects on the environment, but the project proponents decline to adopt the mitigation measure or alternative."

Pursuant to CEQA Guidelines Section 15164(e), this Addendum summarizes the modifications to the Project as evaluated in the 2016 and Supplemental IS/MND and provides the analysis in support of staff's conclusion that the modifications to the Project do not require further environmental review pursuant to CEQA Guidelines Section 15162.

PROJECT MODIFICATIONS

Since adoption of the 2016 and Supplemental IS/MND and approval of the revised Project on December 16, 2025, staff has refined the construction approach for the North Marin Line Stabilization Project by dividing construction into two phases and extending the overall construction schedule.

These modifications are limited to project implementation, construction sequencing, and timing and do not alter the Project footprint, design, or operational characteristics. The modifications to the Project description contained in the Supplemental IS/MND (pages 2-1 through 3-63 and Appendix C) are presented below. Except as specifically identified here, all text, analyses, figures, tables, findings, and mitigation measures contained in the Supplemental IS/MND remain unchanged and are incorporated herein by reference. Added text is shown in underline and deleted text is shown in ~~strikethrough~~. The proposed project, as modified, constitutes the "Revised Project."

Chapter 2, Project Description

Section 2.1: Summary of Previously Approved Project

The Project analyzed in the adopted 2016 IS/MND proposed to replace the existing 34-inch ACCP trestle-supported pipeline crossings with 36-inch welded steel pipes installed within single span (without the need for mid-span trestle support) steel trusses. The replacement pipes were proposed to emerge from the ground approximately 20-feet back of the creek's top-of-bank and rise approximately 2-3-feet above the adjacent ground surface before crossing the creek. Construction was anticipated to take ~~three~~ 26 months to complete the following phases:

Section 2.3: Construction

Construction Schedule, Hours, and Work Force

Project construction is expected to occur over approximately ~~three and a half months~~ 26 months with work occurring between August and November of each year during construction ~~2026~~. Pursuant to adopted Mitigation Measure 4-3 in the 2016 IS/MND (which has been revised as noted in Appendix D and Appendix E), all work would be conducted during the period of August 1 through January 31, which is outside of the northern spotted owl nesting season.

TABLE 2-2

ESTIMATED CONSTRUCTION SCHEDULE AND EQUIPMENT

Project Component/ Construction Phase	Approximate Duration	Estimated Schedule	Potential Construction Equipment
Mobilize Phase 1	1 week	~~August~~ September 2026	
Install new pipeline in Sir Francis Drake Boulevard	8 weeks	~~August~~ October - November 2026	Excavator, backhoe, dump trucks, compactor, pneumatic tools
Relocate Shafter Valve	4 weeks	~~August~~October – November 2026	Excavator, dumptruck, compactor, pneumatic and hand tools
Demobilize Phase 1	1 week	January 2027	
Mobilize Phase 2	1 week	August 2027	
Install piers, streel truss, and new pipeline crossing at Site 2	~~3 weeks~~12 weeks	September - November ~~2026~~ 2027	Drill-rig, excavator, crane, haul trucks, pneumatic tools, temporary construction scaffolding
Connect new pipeline segments to existing North Marin Line	~~2 weeks~~8 weeks	~~September~~ November – ~~October~~ December ~~2026~~ 2027	Welding equipment, pneumatic tools, excavator, telehandler, boomtruck, temporary construction scaffolding
Repave Sir Francis Drake Boulevard	2 weeks	~~October – November~~ December ~~2026~~ 2027	Dump Trucks, asphalt paver, compactor
Demobilization	2 weeks	January 2028	

Re-mobilization	1 week	August 2028	Re-mobilization
Remove existing pipeline segments	3 weeks	~~September~~ August – September ~~2026~~ 2028	Pneumatic tools, excavator, telehandler, boom truck, temporary construction scaffolding, haul trucks
Cut existing in-channel piles	9 weeks	~~September – October~~ August – October ~~2026~~ 2028	Pneumatic tools, excavator, telehandler, boom truck, temporary construction scaffolding, haul trucks
General Site Clean-up	12 weeks	~~November 2026~~ October 2028	

Note: Construction activities occurring within San Geronimo Creek would be limited to the 'dry-construction' season, April 1 to October 15, unless an extension is approved by the regulatory agencies.

Chapter 3, Initial Study and Environmental Checklist

Section 3.1 Aesthetics

Discussion C)

Temporary visual impacts would result from the presence of construction equipment, materials, and associated activities during the Project's approximately ~~3.5~~ 26-month construction period. These activities would include excavation, equipment staging, and the use of trucks and machinery, all of which could introduce visually unappealing elements into the existing landscape. These disruptions may temporarily diminish the rural and natural visual character of the area, particularly within and immediately adjacent to the Project area. However, these impacts would be short-term and would cease upon the completion of construction.

Section 3.3 Air Quality

Discussion B)

TABLE 3-2
AVERAGE DAILY CRITERIA POLLUTANT EMISSIONS FROM PROJECT CONSTRUCTION

Construction Year	Average Daily Emissions (pounds per day)			
	ROG	**NOx**	**Exhaust PM_{10}**	**Exhaust $PM_{2.5}$**
2026	~~0.75~~ 0.25	~~6.65~~ 1.99	~~0.23~~ 0.07	~~0.21~~ 0.07
2027	1.47	13.52	0.45	0.42
2028	0.76	6.79	0.25	0.23
Project Total	2.48	22.29	0.78	0.72
BAAQMD Threshold	*54*	*54*	*82*	*54*
Exceed Threshold?	No	No	No	No

NOTES: Annual emissions are divided over the number of construction workdays in the year to determine the average daily emissions. SOURCE: Table compiled by ESA in 2025 based on Appendix C

Section 3.6 Energy

Discussion a)

Project construction would involve both direct and indirect use of energy, primarily in the form of fossil fuels and electricity. Diesel fuel would be used in the construction equipment; the use of electricity in construction equipment, if any, would be very minimal in comparison to the quantities of diesel used.

The volume of diesel fuel that would be consumed during construction was calculated based on the estimated carbon dioxide (CO2) emissions for Project construction and the diesel CO2 emission factors from The Climate Registry (TCR, 2023). Project construction is estimated to consume a total of approximately ~~5,866~~ 9,356 gallons of diesel fuel over the construction period. Fuel use during construction would represent approximately 0.1 percent of diesel sold in Marin County in 2023 (CEC, 2023a). Overall, the fuel use during construction would be minimal in comparison to the overall fuel use within Marin County. See Appendix C for the diesel fuel use calculations and diesel fuel sales in Marin County.

3.8 Greenhouse Gas Emissions

Discussion a)

The changes to the Project since the 2016 IS/MND would generate greenhouse gas (GHG) emissions from temporary construction activities, including from mobile equipment, site preparation, excavation, and backfilling. BAAQMD has not adopted a GHG emissions threshold with respect to construction-related GHGs. In lieu of specific guidance from BAAQMD regarding significance thresholds for construction-related GHG emissions, significance is assessed by a consideration of the scope and duration of construction-related emissions. Given that the Project construction activities would be temporary in nature and would occur intermittently over the construction timeframe described earlier, the Project is not expected to result in an ongoing burden to regional or global GHG inventories.

Projected carbon dioxide (CO2), methane (CH4), and nitrous oxide (N2O) emissions from off-road construction equipment were also derived from the criteria pollutant emissions calculations presented in Table 3-2 (refer to Section 3.3, Air Quality). N2O and CH4 emissions were multiplied by their respective Global Warming Potentials (GWPs)3 (25 and 298) and added to the CO2 emissions to obtain carbon dioxide equivalent emissions. This results in carbon dioxide equivalent emissions in the amount of ~~51.1~~ 95.9 metric tons. As there are no numeric thresholds for construction GHG emissions, this data is for informational purposes. Since some amount of GHG emissions would result from Project construction, the impact related to generating greenhouse gas emissions would be **less than significant.**

3.17 Transportation

Discussion a)

The Project is in unincorporated Marin County and within the sphere of influence of the Marin Countywide Plan. The Transportation Section of the Marin Countywide Plan contains goals, policies, and programs to support adequate traffic circulation, as well as maintain and promote alternative modes of transportation such as public transit, bicycle routes, and pedestrian trails (Marin County Community Development Agency, 2023). Access to the Project sites would be off Sir Francis Drake Boulevard which is categorized as a “Principal Arterial” roadway in the Marin Countywide Plan (Marin County Community Development Agency, 2005). The Transportation Authority of Marin and Caltrans designate Sir Francis Drake Boulevard as an existing Class III bikeway/bike route5 (TAM, 2025).

Project construction would occur over an approximately ~~3.5~~ 26-month period, with an estimated four to eight workers on-site at any given time. In addition to worker trips and deliveries of materials and equipment (about eight truck trips per day), traffic impacts would result from temporary lane closures during periods of active construction along Sir Francis Drake Boulevard, a principal arterial. One lane would be closed for approximately 10 weeks total to install the new pipeline and repave the road, resulting in a portion of the Class III bikeway along Sir Francis Drake Boulevard to also be closed, requiring cyclists to merge with vehicle traffic. These temporary traffic changes could cause localized delays but would be minor in the context of overall traffic volumes. Additionally, to reduce potentially significant impacts, Mitigation Measures TRA-1 would require that Marin Water prepare and implement a Traffic Control Plan, coordinate with local emergency services, and distribute public notifications regarding construction activities. Because the construction period is relatively short, and any interference with the flow of traffic on a principal arterial and existing bicycle route would be temporary, and because Marin Water would implement Mitigation Measures TRA-1, the impact related to conflicting with a program plan, ordinance, or policy addressing the circulation system would be reduced to **less than significant.**

Discussion b)

Project construction is anticipated ~~to occur between August and November 2026~~ to take 26 months with work occurring between August and November and would involve a maximum of four to eight workers on the Project site at any one time. The standards set forth in the Technical Advisory on Evaluating Transportation Impacts in CEQA address a project's additional permanent automobile trips or vehicle miles traveled in lieu of an existing model or method (OPR, 2018).

Analysis

While the longer Project construction schedule, covering three construction seasons rather than one, will increase average daily criteria pollutant emissions, emissions would remain below Bay Area Air District thresholds. Therefore, impacts would not be substantially more severe than those identified in the 2016 and Supplemental IS/MNDs, and no new mitigation would be required.

The extended construction period would also increase the total amount of diesel fuel used during construction; however, the increase would not substantially increase the Project's relatively small percentage of diesel fuel consumption compared to overall diesel fuel sales in Marin County.

Further, total metric tons of carbon dioxide equivalent emissions would increase as a result of the extended construction schedule but would remain limited to construction activities. Therefore, greenhouse gas emissions would remain less than significant.

Conclusion

Based on staff review and analysis as set forth herein, the environmental effects of the Project modifications will not result in any substantially more severe effects previously reviewed in the 2016 and Supplemental IS/MND. Further, there are no new significant effects that were not previously discussed. Nor are there any identified changes to the mitigations measures adopted in the MMRP for the Project. Therefore, pursuant to CEQA Guideline section 15162,no further CEQA review is required.

Appendices

Appendix C
Air Quality Supporting Information (C-1 to C-3)

The document titled *Appendix C Air Quality Supporting Information* (pages C-1 to C-3) is replaced in its entirety with the revised version included as **Appendix A** to this Addendum.

Appendix A
Air Quality Supporting Information

North Marin Line CONSTRUCTION OFFROAD EMISSIONS - UNMITIGATED

Offroad Emissions Summary by Construction Year - For Comparision with BAAQMD Thresholds

Construction Year	CAP Emissions (tons/yr)				GHG Emissions (MT/yr)				No. of	CAP Emissions (pounds/day)			
	ROG	NOx	Ex PM_{10}	Ex $PM_{2.5}$	CO_2	CH_4	N_2O	CO_2e	Workdays	ROG	NOx	Ex PM_{10}	Ex $PM_{2.5}$
2026	0.02	0.13	0.00	0.00	24.2	0.0	0.0	24.3	132	0.25	1.99	0.07	0.07
2027	0.03	0.26	0.01	0.01	47.7	0.0	0.0	47.8	38	1.47	13.52	0.45	0.42
2028	0.015	0.13	0.00	0.00	26.2	0.0	0.0	26.3	39	0.76	6.79	0.25	0.23
PROJECT TOTAL	0.04	0.39	0.01	0.01	71.8	0.003	0.0006	72.1	170	**2.48**	**22.29**	**0.78**	**0.72**

Construction Phase	Equipment	Fuel	Number	No. of Days used	Hrs/day used	Total hrs used/year	Construction Year	Hp	LF	OFFROAD Emission Factors (g/hp-hr)							CAP Emissions (tons/yr)				GHG Emissions (MT/yr)			
										ROG	NOx	Ex PM_{10}	Ex $PM_{2.5}$	CO_2	CH_4	N_2O	ROG	NOx	Ex PM_{10}	Ex $PM_{2.5}$	CO_2	CH_4	N_2O	CO_2e
160ft of new 24" and 36" WSP	Excavators	Diesel	2	34	6.5	442	2026	36	0.38	0.39	3.41	0.10	0.09	587.03	0.024	0.005	0.003	0.023	0.001	0.001	3.55	0.000	0.000	3.56
160ft of new 24" and 36" WSP	Rubber Tired Loaders	Diesel	1	34	6.5	221	2026	150	0.36	0.21	1.40	0.07	0.07	526.42	0.021	0.004	0.003	0.018	0.001	0.001	6.28	0.000	0.000	6.30
160ft of new 24" and 36" WSP	Dumpers/Tenders	Diesel	1	34	6.5	221	2026	16	0.38	0.57	4.36	0.16	0.15	571.61	0.023	0.005	0.001	0.006	0.000	0.000	0.77	0.000	0.000	0.77
160ft of new 24" and 36" WSP	Welders	Diesel	2	34	6.5	442	2026	46	0.45	0.47	3.57	0.10	0.09	568.29	0.023	0.005	0.005	0.036	0.001	0.001	5.20	0.000	0.000	5.22
160ft of new 24" and 36" WSP	Generator Sets	Diesel	1	34	6.5	221	2026	14	0.74	0.54	4.32	0.17	0.16	568.33	0.023	0.005	0.001	0.011	0.000	0.000	1.30	0.000	0.000	1.31
160ft of new 24" and 36" WSP	Signal Boards	Electric	1	34	6.5	221	2026	6	0.82	0.00	0.00	0.00	0.00	0.00	0	0	0.000	0.000	0.000	0.000	0.00	0.000	0.000	0.00
160ft of new 24" and 36" WSP	Rollers	Diesel	1	34	6.5	221	2026	36	0.38	0.54	3.61	0.15	0.14	586.91	0.024	0.005	0.002	0.012	0.001	0.000	1.77	0.000	0.000	1.78
160ft of new 24" and 36" WSP	Paving Equipment	Diesel	1	34	6.5	221	2026	89	0.36	0.19	2.07	0.08	0.07	527.71	0.021	0.004	0.001	0.016	0.001	0.001	3.74	0.000	0.000	3.75
Repave SFD Blvd	Dumpers/Tenders	Diesel	1	4	6.5	26	2026	16	0.38	0.57	4.36	0.16	0.15	571.61	0.023	0.005	0.000	0.001	0.000	0.000	0.09	0.000	0.000	0.09
Repave SFD Blvd	Paving Equipment	Diesel	1	4	6.5	26	2026	89	0.36	0.19	2.07	0.08	0.07	527.71	0.021	0.004	0.000	0.002	0.000	0.000	0.44	0.000	0.000	0.44
Repave SFD Blvd	Rollers	Diesel	1	4	6.5	26	2026	36	0.38	0.54	3.61	0.15	0.14	586.91	0.024	0.005	0.000	0.001	0.000	0.000	0.21	0.000	0.000	0.21
1800ft of new 36" WSP in SFD	Excavators	Diesel	2	33	6.5	429	2027	36	0.38	0.38	3.37	0.09	0.08	587.39	0.024	0.005	0.002	0.022	0.001	0.001	3.45	0.000	0.000	3.46
1800ft of new 36" WSP in SFD	Rubber Tired Loaders	Diesel	1	33	6.5	215	2027	150	0.36	0.20	1.24	0.06	0.06	526.61	0.021	0.004	0.003	0.016	0.001	0.001	6.10	0.000	0.000	6.12
1800ft of new 36" WSP in SFD	Dumpers/Tenders	Diesel	1	33	6.5	215	2027	16	0.38	0.57	4.36	0.16	0.15	572.01	0.023	0.005	0.001	0.006	0.000	0.000	0.75	0.000	0.000	0.75
1800ft of new 36" WSP in SFD	Welders	Diesel	2	33	6.5	429	2027	46	0.45	0.44	3.47	0.08	0.07	568.30	0.023	0.005	0.004	0.034	0.001	0.001	5.05	0.000	0.000	5.06
1800ft of new 36" WSP in SFD	Generator Sets	Diesel	1	33	6.5	215	2027	14	0.74	0.54	4.31	0.17	0.16	568.31	0.023	0.005	0.001	0.011	0.000	0.000	1.26	0.000	0.000	1.27
1800ft of new 36" WSP in SFD	Signal Boards	Electric	1	33	6.5	215	2027	6	0.82	0.00	0.00	0.00	0.00	0.00	0	0	0.000	0.000	0.000	0.000	0.00	0.000	0.000	0.00
1800ft of new 36" WSP in SFD	Rollers	Diesel	1	33	6.5	215	2027	36	0.38	0.53	3.58	0.15	0.13	587.12	0.024	0.005	0.002	0.012	0.000	0.000	1.72	0.000	0.000	1.73
1800ft of new 36" WSP in SFD	Paving Equipment	Diesel	1	33	6.5	215	2027	89	0.36	0.18	2.02	0.08	0.07	528.07	0.021	0.004	0.001	0.015	0.001	0.001	3.63	0.000	0.000	3.64
New Bridge Crossing at Site 2	Cranes	Diesel	1	22	6.5	143	2027	367	0.29	0.20	1.75	0.07	0.07	527.46	0.021	0.004	0.003	0.029	0.001	0.001	8.03	0.000	0.000	8.05
New Bridge Crossing at Site 2	Dumpers/Tenders	Diesel	1	22	6.5	143	2027	16	0.38	0.57	4.36	0.16	0.15	572.01	0.023	0.005	0.001	0.004	0.000	0.000	0.50	0.000	0.000	0.50
New Bridge Crossing at Site 2	Excavators	Diesel	1	22	6.5	143	2027	36	0.38	0.38	3.37	0.09	0.08	587.39	0.024	0.005	0.001	0.007	0.000	0.000	1.15	0.000	0.000	1.15
New Bridge Crossing at Site 2	Welders	Diesel	2	22	6.5	286	2027	46	0.45	0.44	3.47	0.08	0.07	568.30	0.023	0.005	0.003	0.023	0.001	0.000	3.36	0.000	0.000	3.38
New Bridge Crossing at Site 2	Generator Sets	Diesel	1	22	6.5	143	2027	14	0.74	0.54	4.31	0.17	0.16	568.31	0.023	0.005	0.001	0.007	0.000	0.000	0.84	0.000	0.000	0.84
New Bridge Crossing at Site 2	Signal Boards	Electric	1	22	6.5	143	2027	6	0.82	0.00	0.00	0.00	0.00	0.00	0	0	0.000	0.000	0.000	0.000	0.00	0.000	0.000	0.00
Tie-Ins at Site 1 and 2	Welders	Diesel	2	17	6.5	221	2027	46	0.45	0.44	3.47	0.08	0.07	568.30	0.023	0.005	0.002	0.017	0.000	0.000	2.60	0.000	0.000	2.61
Tie-Ins at Site 1 and 2	Generator Sets	Diesel	1	17	6.5	111	2027	14	0.74	0.54	4.31	0.17	0.16	568.31	0.023	0.005	0.001	0.005	0.000	0.000	0.65	0.000	0.000	0.65
Tie-Ins at Site 1 and 2	Excavators	Diesel	2	17	6.5	221	2027	36	0.38	0.38	3.37	0.09	0.08	587.39	0.024	0.005	0.001	0.011	0.000	0.000	1.78	0.000	0.000	1.78
Tie-Ins at Site 1 and 2	Plate Compactors	Diesel	1	17	6.5	111	2027	8	0.43	0.55	4.14	0.16	0.15	568.32	0.023	0.005	0.000	0.002	0.000	0.000	0.22	0.000	0.000	0.22
Tie-Ins at Site 1 and 2	Paving Equipment	Diesel	1	17	6.5	111	2027	89	0.36	0.18	2.02	0.08	0.07	528.07	0.021	0.004	0.001	0.008	0.000	0.000	1.87	0.000	0.000	1.88
Remove Existing Bridge Crossing Pipe and Cut Piers	Cranes	Diesel	1	30	6.5	195	2028	367	0.29	0.19	1.60	0.07	0.06	527.75	0.021	0.004	0.004	0.037	0.002	0.001	10.95	0.000	0.000	10.99
Remove Existing Bridge Crossing Pipe and Cut Piers	Dumpers/Tenders	Diesel	1	30	6.5	195	2028	16	0.38	0.57	4.36	0.16	0.15	572.23	0.023	0.005	0.001	0.006	0.000	0.000	0.68	0.000	0.000	0.68
Remove Existing Bridge Crossing Pipe and Cut Piers	Excavators	Diesel	1	30	6.5	195	2028	36	0.38	0.37	3.34	0.08	0.08	587.54	0.024	0.005	0.001	0.010	0.000	0.000	1.57	0.000	0.000	1.57
Remove Existing Bridge Crossing Pipe and Cut Piers	Welders	Diesel	1	30	6.5	195	2028	46	0.45	0.41	3.37	0.06	0.06	568.31	0.023	0.005	0.002	0.015	0.000	0.000	2.29	0.000	0.000	2.30
Remove Existing Bridge Crossing Pipe and Cut Piers	Generator Sets	Diesel	1	30	6.5	195	2028	14	0.74	0.54	4.29	0.17	0.16	568.30	0.023	0.005	0.001	0.010	0.000	0.000	1.15	0.000	0.000	1.15
Remove Existing Bridge Crossing Pipe and Cut Piers	Signal Boards	Diesel	1	30	6.5	195	2028	6	0.82	0.55	4.14	0.16	0.15	568.30	0.023	0.005	0.001	0.004	0.000	0.000	0.55	0.000	0.000	0.55
Remove Existing Bridge Crossing Pipe and Cut Piers	Other Construction Equipment	Diesel	1	30	6.5	195	2028	82	0.42	0.25	2.43	0.12	0.11	526.92	0.021	0.004	0.002	0.018	0.001	0.001	3.54	0.000	0.000	3.55
Old Shafter Valve Vault decommission	Welders	Diesel	1	15	6.5	98	2028	46	0.45	0.41	3.37	0.06	0.06	568.31	0.023	0.005	0.001	0.007	0.000	0.000	1.15	0.000	0.000	1.15
Old Shafter Valve Vault decommission	Generator Sets	Diesel	1	15	6.5	98	2028	14	0.74	0.54	4.29	0.17	0.16	568.30	0.023	0.005	0.001	0.005	0.000	0.000	0.57	0.000	0.000	0.58
Old Shafter Valve Vault decommission	Excavators	Diesel	1	15	6.5	98	2028	36	0.38	0.37	3.34	0.08	0.08	587.54	0.024	0.005	0.001	0.005	0.000	0.000	0.78	0.000	0.000	0.79
Old Shafter Valve Vault decommission	Dumpers/Tenders	Diesel	1	15	6.5	98	2028	16	0.38	0.57	4.36	0.16	0.15	572.23	0.023	0.005	0.000	0.003	0.000	0.000	0.34	0.000	0.000	0.34
Old Shafter Valve Vault decommission	Other Construction Equipment	Diesel	1	15	6.5	98	2028	82	0.42	0.25	2.43	0.12	0.11	526.92	0.021	0.004	0.001	0.009	0.000	0.000	1.77	0.000	0.000	1.78

North Marin Line

Energy Calculations - Construction

Source	Onsite CO2 from diesel use, MT
2026	24.2
2027	47.7
Total	71.8

CO_2 from diesel fuel combustion[a] = 10.2 kg of CO_2/gallon of diesel

[a] Emissions factors per The Climate Registry 2019 Default Emission Factors (Table 2.1 - US Default Factors for Calculating CO_2 Emissions from Combustion of Transport Fuels)

Conversion 1 MT = 1000 kg

Source	Diesel Use (gallons)
2026	2,368

Retail Diesel Sales by County

(Millions of Gallons)

County	2010 Survey Responses	2010 Estimated Totals	2011 Survey Responses	2011 Estimated Totals	2012# Survey Responses	2012# Estimated Totals	2013# Survey Responses	2013# Estimated Totals	2014# Survey Responses	2014# Estimated Totals	2015# Survey Responses	2015# Estimated Totals	2016# Survey Responses	2016# Estimated Totals
Alameda	29	32	26	28	30	36	27	34	19	27	38	49	47	54
Amador	2	2	2	2	2	2	1	2	1	2	1	2	2	2
Butte	9	10	9	10	7	9	8	10	8	10	9	11	11	13
Calaveras	2	2	2	2	2	2	1	2	1	2	2	2	3	3
Colusa	3	3	2	3	4	5	4	5	2	2	3	4	4	4
Contra Costa	15	18	19	21	17	20	17	21	12	17	19	24	23	26
Del Norte	1	2	1	1	1	1	1	1	1	1	1	2	2	2
El Dorado	6	8	6	7	6	7	5	6	4	6	7	9	8	9
Fresno	30	33	35	38	33	40	23	29	18	25	39	50	40	46
Glenn	5	5	4	4	4	5	4	5	4	5	5	6	12	14
Humboldt	10	12	10	12	10	12	11	14	4	5	10	13	13	14
Imperial	9	10	8	9	7	8	8	10	8	11	9	11	14	16
Inyo	3	4	3	4	2	2	3	4	3	3	3	4	3	4
Kern	111	117	125	129	133	158	118	148	124	171	125	160	131	149
Kings	7	7	7	8	7	9	5	6	4	6	7	9	5	6
Lake	3	3	3	3	2	2	2	3	2	3	3	3	1	1
Lassen	1	1	1	2	1	1	1	1	1	2	3	3	4	4
Los Angeles	212	235	221	239	205	245	190	239	194	267	257	328	273	309
Madera	23	24	23	24	24	28	18	23	22	31	26	33	28	31
Marin	3	4	2	3	3	3	2	3	2	2	2	3	4	4
Mariposa	1	1	1	1	1	1	-	1	2	2	1	1	1	2
Mendocino	6	7	7	8	7	9	6	6	4	5	6	7	9	10
Merced	44	45	37	38	46	55	49	62	49	68	54	69	59	66
Mono	1	1	1	1	-	1	1	1	1	1	1	1	1	1
Monterey	21	23	24	26	25	30	22	27	13	18	23	29	24	28
Napa	2	2	2	2	6	7	2	3	2	3	6	8	6	7
Nevada	5	5	5	5	4	4	1	2	4	6	7	8	8	9
Orange	38	47	36	42	38	46	33	42	37	51	46	59	52	59
Placer	13	16	13	15	12	15	9	12	10	13	13	16	15	17
Plumas	1	2	1	1	1	1	1	1	1	1	1	1	1	1
Riverside	84	93	87	94	89	107	86	109	100	138	119	152	128	145
Sacramento	33	37	32	35	27	32	18	21	21	29	28	36	38	42
San Bernardino	141	149	136	142	158	189	164	206	152	210	198	253	223	252
San Diego	69	80	64	72	62	74	58	73	67	93	87	111	93	105
San Francisco	3	3	3	3	3	4	4	5	1	2	5	6	6	6
San Joaquin	73	75	85	87	84	99	90	113	86	119	102	131	116	131
San Luis Obispo	12	14	16	18	11	13	9	12	12	17	19	24	20	23
San Mateo	10	12	8	10	8	10	8	10	4	6	15	19	13	14
Santa Barbara	13	14	16	17	10	13	12	15	13	18	20	26	22	25
Santa Clara	23	26	26	28	27	32	28	35	25	35	36	47	30	34
Santa Cruz	4	5	5	6	4	5	4	6	2	3	5	6	5	6
Shasta	20	23	19	21	16	19	18	22	13	18	21	27	21	24
Siskiyou	5	6	11	11	16	20	15	19	16	20	20	26	19	22
Solano	14	17	18	20	14	16	14	17	8	11	14	18	17	19
Sonoma	14	16	18	19	13	16	14	18	12	17	15	20	20	23
Stanislaus	33	36	27	29	25	30	15	19	20	27	26	33	20	22
Sutter	4	5	2	3	3	4	4	5	2	3	4	5	5	6
Tehama	31	32	38	39	35	42	37	47	25	35	37	48	35	39
Tulare	23	25	33	35	27	32	31	39	31	43	34	43	37	42
Tuolumne	2	2	2	2	1	2	2	2	2	2	2	3	2	3
Ventura	20	23	32	34	23	27	23	29	25	34	27	34	29	32
Yolo	33	34	26	27	27	33	30	37	29	40	27	35	32	37
Yuba	4	4	4	5	3	4	3	4	2	3	2	3	4	5
Other Counties*	1	2	2	2	1	2	1	1	1	2	2	2	3	3
Total	**1,285**	**1,414**	**1,346**	**1,447**	**1,327**	**1,589**	**1,261**	**1,587**	**1,226**	**1,691**	**1,592**	**2,033**	**1,742**	**1,971**

County	2017# Survey Responses	2017# Estimated Totals	2018# Survey Responses	2018# Estimated Totals	2019# Survey Responses	2019# Estimated Totals	2020# Survey Responses	2020# Estimated Totals	2021# Survey Responses	2021# Estimated Totals	2022# Survey Responses	2022# Estimated Totals	2023# Survey Responses	2023# Estimated Totals
Alameda	51	58	56	62	48	55	47	51	50	53	47	57	43	55
Amador	2	2	2	3	3	3	2	2	2	3	2	3	2	3
Butte	11	13	12	13	12	15	10	11	11	13	9	11	10	12
Calaveras	3	3	2	3	3	3	3	3	2	3	2	4	2	3
Colusa	2	3	4	4	7	7	10	11	8	11	10	12	16	18
Contra Costa	24	28	31	34	24	27	22	23	22	28	24	29	22	27
Del Norte	2	2	2	2	1	2	1	2	1	1	1	1	1	1
El Dorado	8	10	8	9	8	10	8	8	8	11	9	12	8	11
Fresno	40	45	46	51	39	49	62	66	52	91	65	85	64	81
Glenn	16	19	16	17	18	19	17	18	16	17	18	21	20	22
Humboldt	8	9	7	8	6	7	6	6	9	10	9	11	9	12
Imperial	11	12	20	22	21	25	22	24	27	27	23	30	26	27
Inyo	3	4	3	3	3	4	3	4	3	3	3	4	3	3
Kern	107	121	97	108	96	105	108	116	116	137	190	226	216	238
Kings	7	7	8	9	8	9	7	7	6	10	7	9	7	7
Lake	3	3	3	4	3	4	3	4	3	4	3	5	3	4
Lassen	1	1	1	1	1	2	1	1	2	2	2	2	2	2
Los Angeles	267	301	228	253	246	276	279	299	206	224	240	295	256	290
Madera	29	33	28	31	23	24	30	32	36	37	43	54	50	60
Marin	4	4	3	3	4	4	4	4	4	5	3	5	3	5
Mariposa	1	1	1	1	1	1	1	1	1	2	1	1	1	1
Mendocino	6	6	5	6	5	8	9	9	6	10	7	10	7	9
Merced	38	42	35	39	28	36	28	30	28	33	57	67	55	62
Mono	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Monterey	24	27	24	26	23	26	21	22	20	27	22	27	22	25
Napa	6	7	6	7	6	7	6	6	6	6	6	7	6	6
Nevada	8	9	7	8	5	8	7	8	6	8	6	8	7	7
Orange	54	61	49	55	51	56	49	53	43	46	51	66	55	62
Placer	15	17	16	17	16	17	32	35	18	20	16	26	18	28
Plumas	1	2	1	1	1	1	1	1	1	2	2	3	2	3
Riverside	131	148	119	132	108	122	134	144	138	146	138	173	158	180
Sacramento	42	48	41	45	37	41	41	44	40	45	40	51	38	50
San Bernardino	235	265	176	195	165	178	148	159	184	198	212	258	245	267
San Diego	92	103	92	103	94	110	88	94	93	117	88	115	94	107
San Francisco	5	6	5	5	5	5	4	4	4	5	5	6	5	6
San Joaquin	111	126	105	117	101	113	86	93	94	97	110	128	132	144
San Luis Obispo	19	21	20	22	20	22	19	20	17	22	20	24	19	22
San Mateo	15	17	16	17	18	19	12	13	13	16	13	15	10	14
Santa Barbara	17	19	21	24	18	19	16	17	16	17	18	22	17	19
Santa Clara	32	36	43	48	33	42	32	35	31	50	37	44	35	45
Santa Cruz	6	6	6	7	4	6	7	8	6	7	6	8	6	7
Shasta	22	25	21	24	14	16	13	14	20	22	18	22	20	22
Siskiyou	18	21	16	17	16	17	17	18	16	18	16	18	16	18
Solano	22	24	23	25	24	27	25	27	19	30	27	32	23	27
Sonoma	20	23	20	22	28	32	28	30	26	30	30	35	28	32
Stanislaus	30	34	32	36	33	35	36	39	44	49	42	56	65	72
Sutter	3	4	4	5	5	6	5	5	4	4	4	5	5	5
Tehama	34	38	18	20	17	18	7	8	14	17	22	26	28	31
Tulare	37	41	31	34	42	45	47	51	54	66	53	70	65	78
Tuolumne	3	3	3	3	3	3	3	3	3	4	2	3	3	4
Ventura	32	36	30	33	33	35	29	32	31	35	30	40	28	37
Yolo	27	30	25	28	24	26	21	22	24	28	30	39	31	35
Yuba	8	9	11	12	4	5	4	4	4	12	3	5	4	5
Other Counties*	3	3	2	2	2	3	2	2	2	3	3	3	4	4
Total	**1,717**	**1,937**	**1,602**	**1,777**	**1,559**	**1,756**	**1,624**	**1,744**	**1,611**	**1,883**	**1,846**	**2,290**	**2,016**	**2,316**

2012-2023 data are not directly comparable to other years since an improved methodology is used, but is within 5 percent compared to the previous methodology.

* Other Counties include Alpine, Modoc, San Benito, Sierra and Trinity.

Note: Non-Retail diesel sales, which comprise approximately 34.6% of all diesel sales, are not reported in this chart. Starting 2022 reporting year, California Energy Commission incuding all No.2 diesel, biodiesel, and renewable diesel as diesel product.

STAFF REPORT

Meeting Type:	Board of Directors
Title:	Marin County Grand Jury Report Response
From:	Ben Horenstein, General Manager
Meeting Date:	September 1, 2026

TYPE OF ITEM: X Action Information

RECOMMENDATION: Approve the District's response to the Grand Jury Report "*Better Service at a Lower Cost: Optimizing Essential Services for the Future of Marin*" (Report) and Authorize the General Manager to execute and transmit the response on behalf of the District

SUMMARY: This item was reviewed by the Planning Committee on August 25, 2026, and referred to the full Board at a future regularly scheduled Board of Directors meeting.

Each year, the Marin County Civil Grand Jury is charged with publishing a report based on investigations conducted by volunteer members of the Civil Grand Jury under the supervision of the presiding judge. Pursuant to California Penal Code section 933, the governing body of a public agency whose operations are the subject of any report shall provide comments on this report to the presiding judge within 90 days following release of the final report. This is consistent with District Board Policy No. 44, which requires the Board to consider the response at a public meeting of the Board. On June 11, 2026, the Grand Jury published a report, "*Better Service at Lower Cost - Optimizing Essential Services for the Future of Marin*" that requires the District, along with the County of Marin and other districts within the County, to respond . Responses to the Report are due on September 11, 2026.

DISCUSSION: Section 933.05 of the California Penal Code prescribes the manner of response to a grand jury report. Specifically, as to each of the findings pertaining to the District, the response shall indicate whether the District agrees with the finding or disagrees wholly or partially with the finding. If the latter, the response shall identify the portion with which there is disagreement and include an explanation of the reasons therefore. The response must also address each of the recommendations in the report pertaining to the District by indicating (1) the recommendation has been implemented with an explanation, (2) the recommendation has not yet been implemented but will be in the future along with a timeframe, (3) the recommendation requires further analysis along with an explanation of the scope of analysis and a timeframe, within six months, or (4) the recommendation will not be implemented along with an explanation of the reasons.

Staff prepared a response on behalf of the District, which was presented to the Board at the regularly scheduled Planning Committee/ Board of Directors meeting. Staff recommends that the Board approve the response and authorize the District's General Manager to execute and transmit the response on behalf of the District.

ENVIRONMENTAL REVIEW: Not Applicable.

FISCAL IMPACT: None.

ATTACHMENT(S):

1. Response to Grand Jury Report
2. Grand Jury Report entitled "Better Service at a Lower Cost - Optimizing Essentials for the Future of Marin"

DEPARTMENT OR DIVISION	DIVISION MANAGER	APPROVED
Office of the General Manager	___________________	Ben Horenstein
	Ben Horenstein **General Manager**	**Ben Horenstein** **General Manager**

Response of Marin Municipal Water District (MMWD or District) To Marin Civil Grand Jury Report Findings and Recommendations
Better Service at a Lower Cost: Optimizing Essential Services for the Future of Marin ("Report")

Report Findings

F1. The current fragmented structure of special districts results in unnecessary duplication of administrative services and operational inefficiencies.
Response - Disagree partially

Statement: While it is reasonable to assume there are inherent inefficiencies with the vast number of special districts in Marin, MMWD does not have the level of familiarity with other special districts that would definitively support this finding. However, as discussed later in this response, MMWD believes there is value to exploring opportunities across special districts, and even cities and towns, where some functions could be shared to achieve greater efficiency. Examples may include: safety training, risk management, infrastructure technology, and common areas of public outreach.

F2. Some districts perform competently but lack sufficient scale to support long-term strategic investment in infrastructure, technology, staffing, and resilience.
Response - Disagree partially

Statement: MMWD agrees that in some instances larger agencies with economies of scale may provide greater value in terms of the level and efficiency of service. The grand jury report did not provide any specific details and MMWD is not aware of specific special districts where the findings would necessarily hold. The first areas to explore further may be potential opportunities with the very high number of small sanitary districts in the County.

F3. Smaller districts are disproportionately vulnerable to staffing disruptions and catastrophic events that could rapidly impair service delivery.
Response - Agree

Statement: MMWD agrees that smaller agencies with fewer staff are likely more impacted by staff disruptions than larger agencies, which may be better able to absorb such changes, and this could impact their ability to respond in the face of a catastrophic event. However, the sharing of community and other agency resources could offset some of these impacts. While MMWD is unaware of any specific special districts in Marin where this would necessarily apply, it is reasonable that this concern may warrant further review.

F4. Although consolidation is a popular idea among many elected board members, current governance structures, absence of board member term limits, and fear of loss of

political influence discourage boards and administrators from initiating consolidation even when they recognize its benefits.
Response - Partially Disagree

Statement: While MMWD agrees that politics may be a consideration at times, there are many additional factors that must be fully analyzed in conjunction with any consolidation, which factors may have equal or greater impact on the ultimate decision as to whether such an action is prudent under the given circumstances.

F5. Service and pricing inequities currently exist across Marin and may increase if consolidation and functional collaboration do not accelerate.
Response - Disagree partially

Statement: Service and pricing are very case-specific. A detailed financial analysis would be needed to confirm the costs and benefits for any given specific district(s). There are many factors that drive the cost of services. For example, the geography of a given area could require more lift stations for one sanitary district, thus resulting in greater operation, maintenance and long-term infrastructure costs, over another that has less elevation changes in their service areas and therefore has fewer cost for relatively the same service.

F6. Performance metrics for essential, mission-specific services exist but they are not readily available and standardized, which prevents meaningful public comparison of district effectiveness and undermines accountability.
Response - Disagree partially

Statement: MMWD agrees with the value of performance metrics for many types of special districts, though they may not be applicable in all circumstances. Key performance metrics utilized by MMWD include main breaks/mile, and the percent of produced water that is lost through leaks. Using metrics for more granular operational and financial comparisons, however, also known as benchmarking, is very difficult as there are many site-specific factors that drive these activities. For example, MMWD is among the highest in Northern California, if not the entire State, on the cost of infrastructure for the number of customers served. The reasons include the topography in the area, the average age of existing infrastructure, and the relative lack of population density. Trying to develop meaningful metrics whereby the public can compare the effectiveness of one district to another would be daunting, if even possible.

F7. Without proactive reform, future consolidations are more likely to occur through crisis-driven intervention, resulting in greater disruption and higher costs.
Response - Disagree partially

Statement: While it is accurate that often consolidation efforts are driven by crisis, it also can occur through thoughtful discussions, as has happened in Marin County with fire services and recently with one of the sanitation districts served by Central Marin Sanitation Agency.

Report Recommendations

R1. By January 1, 2027, all special district boards should have conducted their first semi-annual consolidation exploration meeting with similar districts and will have established a regular meeting schedule moving forward.

Status: This will be implemented in the future.

Explanation: MMWD is actively engaged with the North Marin Water District (NMWD) on a number of areas where collaboration can provide greater value to our respective organizations and customers. In May 2025, the Board of both agencies formed a "Board-to-Board" Ad Hoc Committee to facilitate regular meetings and discussion of ways to further inter-agency collaboration, including potentially sharing resources. This effort is ongoing but has already led to increased collaboration. Among the many areas where MMWD and NMWD collaborate include: water conservation messaging and joint campaigns, joint participation in a number of forums with the Sonoma County Water Agency (Sonoma Water, wholesale water provider) and other agencies who also purchase water from Sonoma Water, routine coordination of shared water facilities, and sharing of resources during emergency response, such as the 2023 landslide in North Novato that threatened a critical aqueduct owned by NMWD and utilized by both agencies.

R2. By October 1, 2026, the Board of Supervisors should direct the development of comprehensive, cost-efficient shared services (such as IT, legal, finance, HR/payroll, harmonized compensation/benefits package, insurance) for special districts to optimize expenses and secure a Marin-wide acceptable quality standard. First limited-service offerings are encouraged to be made available by January 1, 2027.

Response - Requires further analysis.

Explanation: This recommendation is directed to the County, and it is therefore inappropriate for MMWD to respond. MMWD believes this is an interesting concept and would support the effort.

R3. By January 31, 2027, with the assistance of the County, all districts should develop and publish on their website standardized, comparable Key Performance Indicators (KPIs) with regard to service pricing, finance, staffing, operations, and customer satisfaction.

Response - Requires further analysis.

Explanation: As described in the response to F6, the approach of developing KPIs that are standardized among similar districts is a very complex task and would require intensive effort that may not achieve the desired outcome for a uniform set of considerations. Such an endeavor to develop "standardized" KPIs would also require the participation and coordination among a number of agencies.

R4. By January 31, 2027, each district should publicly update findings and progress regarding consolidation opportunities, and share those findings with the Board of

Supervisors and the public on a semi-annual basis.
Response - Requires further analysis.

Explanation: Consolidation discussions would require the participation of other agencies. At this time it is not possible to provide a date as to the pace of such discussions and analysis.

R5. By January 31, 2027, the Board of Supervisors should oversee compliance with R1–R4 and update the public on the districts' performance.
Response – Requires further analysis.

Explanation*:* This recommendation is directed to the County, so MMWD is unable to respond.

R6. By October 1, 2026, in the process of implementing R1 and R2, districts should prioritize functional consolidation in operations, procurement, training, and administration as a precursor to formal consolidation.
Response – Requires further analysis.

Explanation: MMWD supports the broad concepts laid out in the findings and recommendations. However, the level of effort required to meet this recommendation is considerable and the stated date of October 1, 2026 is not feasible. Further, as stated previously, these efforts would take more than MMWD alone to implement.

R7. By October 1, 2026, the district's board compensation, benefits, length of service, date of term end, and expenses related to board work should be clearly and prominently posted on each district's website and updated annually.
Status – Completed

Explanation*:* As per the Grand Jury Report, MMWD was identified as an example of "Best Practices" on Board compensation transparency. All of the noted items are available on the MMWD website.

R8. By June 1, 2027, special districts should adopt term limits of two consecutive four-year terms for all board members. Staggered implementation of term limits to avoid disruptions is encouraged.
Response – Requires further analysis.

Explanation*:* MMWD will place on the agenda an item to publicly discuss term limits by January 2028.

R9. By June 1, 2027, board compensation structures should be reviewed across districts, and considered for adjustment. All components of board compensation should be posted on their website (see best practice example in Appendix B).
Status: Completed

Explanation: MMWD, as part of a routine review and update of Board policies, recently reviewed and updated its policy on Board Director's Compensation, Policy No. 42, which is posted on the MMWD website.

Better Service at Lower Cost — Optimizing Essential Services for the Future of Marin

June 11, 2026

SUMMARY

Marin County depends on more than 50 special districts to deliver essential public services including fire protection, water, sanitation, and refuse services. Many currently provide average or above average levels of service according to recent county surveys[1], due in part to conscientious local stewardship and decades of dedicated civic engagement. However, the current fragmented structure of essential service delivery has produced structural weaknesses: duplicated administrative systems; uneven service quality and fees; and limited capacity for strategic investment. In addition, vulnerability to staff turnover, and difficulty adapting to countywide risks such as climate change, aging infrastructure, workforce shortages, and rising costs present increasing challenges.

This report outlines an opportunity for the public and board members to make changes that will benefit Marin residents for decades. Optimization of these special districts into resilient, more efficient entities can offer improved services at lower costs for residents. It will also provide strategic direction and improve career opportunities and compensation for special district employees. Our inquiry revealed widespread agreement on the benefits of collaboration, and acknowledged that in many cases this may lead to legal consolidation.

Unfortunately, there is no county entity solely responsible for taking action. We are therefore calling on the directors of Marin's special districts to work with Marin County government to realize, for all of Marin's residents, the evident benefits of consolidation, cooperation, and simplification. Absent proactive reform, the county risks governance by crisis rather than governance by design. Unwanted results of the current stagnation could yield not just a decline in the levels of services offered, but also substantially higher cost for all.

Throughout its interview process, the Grand Jury found almost unanimous agreement that consolidation would benefit most special districts. We realize that consolidation is not appropriate for every district in every circumstance. However, functional collaboration for strategic projects and unification for common general shared services (e.g., legal, finance, human resources, purchasing, information technology) is a good first step. Strategic, mission-focused optimization, implemented locally and deliberately, driven bottom-up by the special district boards, offers a credible path toward stronger services, more equitable outcomes, and improved value for residents.

[1] https://marin.granicus.com/MetaViewer.php?view_id=33&clip_id=12012&meta_id=1289454

Although this report is not about school districts, the Grand Jury believes that its findings and recommendations are relevant for school districts as well.

The Grand Jury ultimately finds that the status quo is increasingly misaligned with Marin's long-term needs. **The time to begin deliberate, structured optimization of special districts is now.**

This report presents formal Findings and Recommendations; a phased circle of success for consolidation (Graphic 3); a tactical table for meaningful next day actions (see Appendix C); and a call to leadership to special district boards, the Local Agency Formation Commission (LAFCo), the Marin County leadership, and the public.

BACKGROUND

Special districts in Marin County were formed to provide services — such as water, sanitation, and mosquito control — that our cities and the County did not offer. Historically, these districts demonstrated that infrastructure services can be governed locally and effectively. One of the earliest major agencies was the Marin Municipal Water District (formed in 1912), followed by sanitation and fire protection districts as suburban growth accelerated after the 1937 opening of the Golden Gate Bridge. Post-World War II population growth led to the creation of many additional utility and fire districts, especially in unincorporated areas. In 1963, LAFCo was established as a state-mandated local California regulatory body that oversees the formation and boundaries of cities and special districts. Today, Marin has a multitude of independent and dependent special districts providing focused public services across the county. For a more comprehensive overview, see the LAFCo website[2].

The Grand Jury's inquiry has focused on how accelerated collaboration and consolidation could be achieved and why it has not occurred despite decades of discussion, including at special district board meetings and in previous Grand Jury reports.

APPROACH

The investigation relied on structured interviews with stakeholders across local and county government, special districts, and union representatives; attendance at special district board meetings; analysis of district documentation, past Grand Jury reports and publicly available information; examination of historical trends in special district governance; and review of comparative data regarding district consolidation statewide. The Grand Jury evaluated governance structures, board dynamics, financial pressures, workforce challenges, and public accountability mechanisms to determine the practical barriers and opportunities related to broader collaboration and consolidation.

DISCUSSION

Marin's special districts generally deliver average to above-average services at reasonable cost. But this stability has led to complacency, and reinforces the erroneous belief that structural

[2] https://www.marinlafco.org/special-districts-list

reform is unnecessary. The pressures of climate change, aging infrastructure, demographic shifts, workforce shortages, and funding uncertainty are cumulative and accelerating, and will require a different long-term strategy.

Smaller sanitary and fire districts struggle to compete as employers. Some districts have just one employee. They often offer limited advancement opportunities, narrower service offerings, and non-competitive compensation. These constraints increase turnover risk and reduce institutional resilience. In contrast, larger, consolidated agencies such as the Southern Marin Fire District offer greater stability, broader expertise, improved training environments, and stronger succession planning.

The Grand Jury heard consistent testimony that no single actor is empowered or incentivized to lead collaboration or consolidation efforts. Boards fear political consequences and/or an elimination of their roles; administrators fear career disruption; and the public often misunderstands both the risks of inaction and the benefits of reform. This diffusion of responsibility has resulted in decades of analysis with limited structural change.

BENEFITS OF OPTIMIZING FOR BETTER SERVICES

The evidence reviewed by the Grand Jury supports numerous benefits of collaboration and consolidation, including:

- Reduced administrative overhead and elimination of duplicative functions. *Every special district has a similar need for basic administrative services in the areas of finance, legal, human resources (HR), insurance and information technology services (IT). Significant opportunities exist to harmonize and save costs through shared services in these areas — either provided by the County or organized by the special districts themselves.*
- Increased purchasing power and potential cost savings by aggregating and standardizing equipment, services and supplies — *e.g., Southern Marin Fire fronted the cost of new self-contained breathing apparatus (SCBA) equipment for San Rafael, Novato, and Tiburon to be repaid when the Federal Emergency Management Agency (FEMA) Assistance to Firefighters Grant money is received. The unit cost was reduced for all four fire districts because of this partnership.*
- Stronger professional staffing levels through improved training opportunities, career development and specialized capabilities. *Larger organizations provide the opportunity to attract and retain employees early in their careers and develop them into strong contributors over time with clear career paths and training opportunities.*
- Improved and uniform salary bands, competitive benefits, and employee assistance programs. *Firefighters from different fire departments sustaining similar injuries at the same fire might, as a consequence, receive different levels of care, long-term disability benefits and workers compensation benefits that can result in dramatically different outcomes. Outcomes can range from a speedy and healthy return to work, to a premature career end. Appendix A illustrates the wide range of base salaries for firefighting*

personnel across fire districts in Marin. Pay inequalities typically result in higher attrition, less job satisfaction and reduced training investments.

- More consistent service levels and fairer pricing across comparable communities. *See Table 7 below regarding sanitary sewer charges and water charges.*
- Enhanced asset management and long-term infrastructure planning aided by combining financial reserves. *Examples include: monitoring technology in sanitary districts and new specialized firefighting equipment.*
- Stronger governance through more strategic, less operationally burdened boards.
- Greater organizational resilience to financial and operational shocks. *Bundling reserve funds would, for example, provide substantial insurance against even larger events and at the same time free up capital for long-term improvement projects.*
- Reduce the possibility of crisis-driven interventions.

As mentioned earlier in this report, this inquiry revealed widespread agreement on the benefits of collaboration, often acknowledging that this may lead to legal consolidation. Unfortunately, there is no county entity solely responsible for taking action.

BARRIERS AND CHALLENGES

The Grand Jury recognizes many legitimate barriers to consolidation, including:

- Public concern about loss of local control
- Resistance from board members concerned about preserving authority
- Concern from administrators about employment
- Complexity of labor and pension alignment and integration
- Differences in funding mechanisms
- Time and cost involved in consolidation studies

These barriers, however, are not unique to Marin. They have been successfully addressed in other jurisdictions and in prior Marin consolidations. The Grand Jury finds that these challenges, while real, are manageable with leadership, transparency, and structured planning. The most promising path to create larger, meaningfully-sized special districts in Marin is a bottom-up approach that puts the board members of these special districts in control of their own destiny.

The Grand Jury encourages the consolidation of a limited number of special districts at one time. Previous failed attempts had one thing in common — too many involved parties. That gave change-resistant participants a larger platform to sow doubt and fear. In the end, this derailed a successful outcome. Our research found that the main driver of resistance — aside from intimidation by the complexity of the task — was the perceived “loss of local control.”

The fight to restore the Town of Ross Fire Station is a clear example of misguided civic engagement at odds with effective service today, which relies on coordinating resources across jurisdictions, not maintaining standalone structures for symbolic reasons.

Ross’ risk profile has also changed. Stronger building standards have reduced fire risk, while an aging population requires better medical response. Staffing a standalone station is easy to demand, but difficult to sustain, according to local firefighters. Rather than “building for yesterday,” Ross’ elected officials should focus on a coordinated countywide system, emphasizing strong medical response capabilities.

In attending special district board meetings, the Grand Jury found that discussions about consolidation were often torpedoed by a single board member advocating for “local control” and emphasizing the risk of losing it. But local control is often more perception than reality. In the end, residents care about getting good services at a reasonable cost. Residents who call for fire response are often not aware of which agency ends up assisting them. For example, because of the current consolidated and efficient emergency dispatch system in Marin County, the closest emergency unit is sent to respond to the call regardless of district boundaries. Prioritizing local control does a disservice to its residents. It ignores economies of scale, group purchasing power, collective bargaining with unions, and the ability to maintain staff who often leave for better career opportunities.

Often the local control advocates are board members who have long tenure on the board and seem reluctant to give up authority. One solution could be for special districts to maintain their voice after consolidation by requiring that there be board seats from all represented areas on their governing board for a specific period as a transition. An example of a special district consolidation doing this well is Southern Marin Fire District, where board seats represent different communities and ensure that local voices are still heard.

THE CASE FOR TERM LIMITS FOR BOARD POSITIONS

The Grand Jury finds that the majority of special district board members are passionate about the special district they govern, and take the role very seriously. Many of them have amassed an impressive amount of institutional knowledge via decades of service, and are very involved in day-to-day operations and tactical decision making. Typically, there are often a wide variety of opinions among board members about how to best perform their role. We witnessed forward-thinking, well-informed members with an impressive drive to change things for the benefit of residents. We also saw board members who did not meet that mark.

Although board tenure in some cases can add value, overall we witnessed that long tenure on the same board leads to stagnation and outright resistance to change. We were unable to find a special district board in Marin that had term limits in place, and many boards have members who have served for decades. The Grand Jury believes that adopting term limits would have a positive impact overall on the development of essential services in Marin:

- Influx of new talent — open board positions would attract interested residents with new ideas, skills, expertise and ambition, who would be willing to “throw their hat in the ring” for uncontested board positions instead of running against an incumbent.
- “Retiring” board members (after recommended two four-year terms) would get the opportunity to apply their process knowledge to new areas of local government and further improve the community through cross-pollination.

- Old ideas and concepts would get a fresh look. Projects that may have been tried unsuccessfully 15 years ago might work today. Times and opinions change.

Marin County often experiences a shortage of residents willing to serve on smaller special district boards. A welcome side effect of consolidation would be the aggregation of board seats empowered to drive strategic and meaningful change in the newly designed district. This opportunity would attract more qualified candidates as well in the long run. It would further eliminate the current observed practice of "board seat accumulation"; the Grand Jury noticed that the same persons serve on multiple agencies, councils and committees within their area of expertise. This is particularly concerning when the same person is serving in capacities that are meant to supervise and monitor the operations and decisions of a special district, thus muting the intended checks and balances.

THE CASE FOR HARMONIZED FEES, PRICING MODELS AND SERVICE LEVELS

One obvious shortcoming of the current special district structure is wide variation in service fees and service levels. Residents in the same neighborhood sometimes pay a very different price for the same service. Sewer service fees (see Graphic 1 below) are a prime example. Sanitary districts differ widely in their approach to cover costs — from yearly flat fees to a fair and transparent usage-based approach. Advances in technology have made the usage-based approach practical, efficient, and fair, giving households an incentive to act responsibly with scarce resources. If Marin County had one uniform scale for these services, it could be an opportunity to show that cooperation and partnership is possible without legal consolidation. It's up to the boards to organize themselves and deliver.

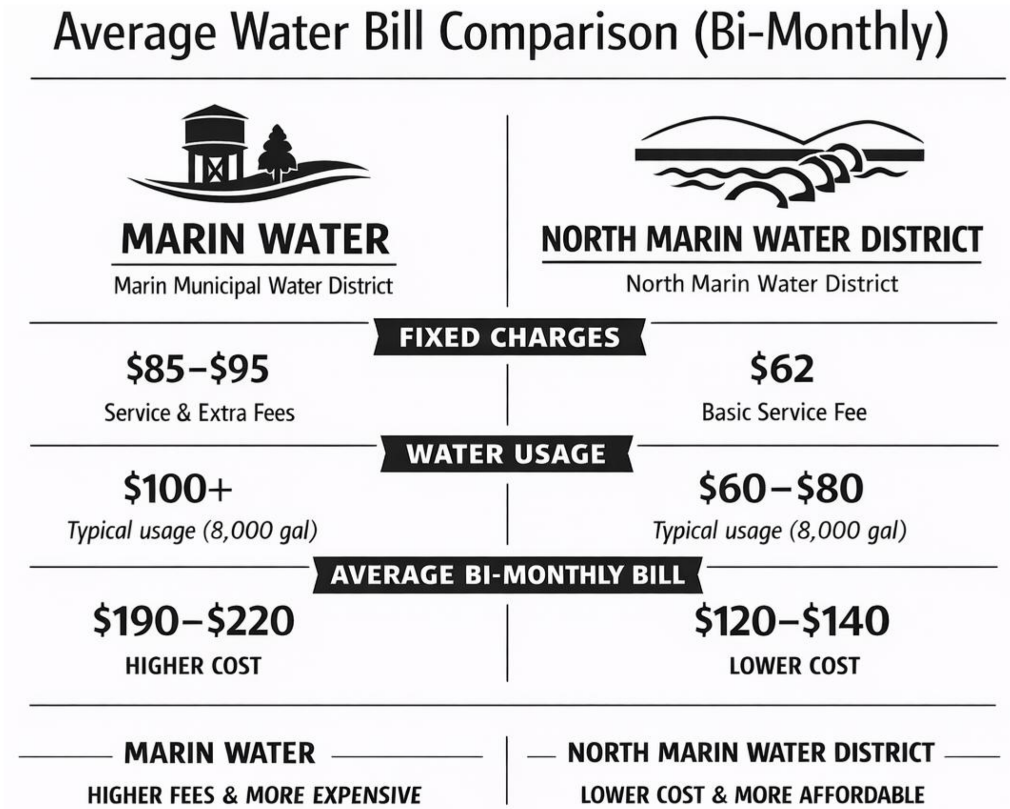
Graphic 1*: Annual Sewer Service Charges — Novato Sanitary District Final Budget 2025–2026*[3]

AGENCY	RATE($/yr.)
Sanitary District No. 5 - Belvedere	$2,237
Sanitary District No. 5 - Tiburon	$2,237
Sanitary District No. 1 - City of Larkspur	$1,844
City of Mill Valley	$1,595
Tamalpais Community Services District	$1,584
Las Gallinas Valley Sanitary District	$1,492
Ross Valley Sanitary District (SD#1)	$1,288
Vallejo Sanitation & Flood Control District	$1,272
City of Santa Rosa	$1,260
City of Petaluma	$1,087
Sausalito-Marin City Sanitary District	$1,053
City of San Rafael	$1,012
Sanitary District No. 2 - Town of Corte Madera	$906
Napa Sanitation District	$739
NOVATO SANITARY DISTRICT	**$729**

Notes: All charges for FY 25-26 (proposed or adopted) unless otherwise noted

[3] https://novatosan.com/doc/10320/

***Graphic 2**: Comparison of water charges in Marin based on published customer water rates*



Source: Calculated customer water rates effective 2025 from
Marin Municipal Water District and North Marin Water District.
Chart created by the Grand Jury.

The Grand Jury also observed another barrier for successful self-optimization of essential services: The emotional resistance to modernization by some of the recipients and payers of more complex, situational services such as fire protection and health-related emergency services. Small groups of residents and town officials share the perception that they don't receive "value for money" and lobby for outdated solutions that are not based on current and future needs — as noted earlier about the fight to restore the Town of Ross Fire Station.

THE CASE FOR COUNTY-WIDE SHARED SERVICES FOR COMMON ADMINISTRATIVE NEEDS

Duplication of efforts for common administrative services is another significant opportunity to improve quality and lower cost — without compromising core services or a loss of perceived "local control." Every special district has currently organized these services in ways it perceives to be affordable and meet its needs, and cover its risks. These common administrative tasks range from general IT services (cyber security, web hosting), legal support and advice, finance (reporting, accounting), purchasing services, HR (payroll, employee relations, staffing processes and procedures) to general business insurance needs. All of these functions take a significant amount of time to organize and divert energy from tasks and responsibilities that are key contributors to the success of each district. During our investigation, the Grand Jury found these services organized along many different standards, from highly professional, to very basic, to substandard. We believe that providing these services on a county level would result in:

- Efficiency gains and lower operating cost
- Fair and improved employee benefits with a county-wide standard
- Increased sharing of best practices and best-in-class vendors across all special districts
- Combined purchasing power and transparent vendor selection
- Reduced exposure to legal risks by more consistent practices and quality across all services
- Lowered risk of self-dealing and mismanagement through greater financial transparency

We conclude that the County of Marin could help support these efficiency efforts by developing a comprehensive set of cost-efficient, general shared services for special districts to optimize expenditures and secure a Marin-wide acceptable quality and standard.

THE CASE FOR LEGAL CONSOLIDATION

For situations when it makes strategic sense, the Grand Jury identified a clear pattern for successful legal consolidations in Marin, with the best example being the Southern Marin Fire District. This was a proactive, collaborative consolidation where the parties embraced the principles of efficiency that we highlight in this report. Consolidation typically follows a three-phased approach and can still be considered the safest road to significantly improving service delivery and managing costs because it reduces overhead, simplifies reporting structures, and eliminates expensive redundant management layers.

Phase 1: “Dating” — Districts engage in structured dialogue with similar districts, comparing key performance indicators (KPIs), exploring shared service agreements, and increasing transparency to the public.

Phase 2: “Engagement” — Districts expand shared services, commission formal studies, consult with LAFCo (the state-mandated local regulatory body that reviews and approves changes of special district boundaries), and begin governance and labor harmonization planning.

Phase 3: “Marriage” — LAFCo issues a Certificate of Completion, formalizing consolidation. The new entity must demonstrate transparency, accountability, and measurable performance outcomes.

***Graphic 3**: Special District legal consolidation — circle of success (starts at the top and perpetually recycles)*

Source: Created by Marin Civil Grand Jury 2025–2026.

CONCLUSION

The Grand Jury concludes that Marin's special districts are staffed by dedicated individuals and have historically served the county well. But the structure in which they operate is increasingly fragile in the face of modern challenges. Consolidation is not always the solution, but it is a practical and necessary tool for strengthening governance, improving service equity, and enhancing long-term resilience. It is most effective when organized around mission-specific services (e.g., fire with fire, sanitation with sanitation) rather than geographic bundling of unrelated services. Mission-specific consolidation may be more challenging in West Marin because of its geography.

Our inquiry revealed widespread agreement about the benefits of collaboration, often acknowledging that this may lead to legal consolidation. Kudos to the special districts who have already taken proactive steps in this direction. Unfortunately, there is no county entity solely responsible for taking action. We are therefore calling on the directors of Marin's special districts to work with their peers and the County to realize for all of Marin's residents the evident benefits of simplification, cooperation and consolidation. Absent proactive reform, Marin County risks governance by crisis rather than governance by design. **The time to begin deliberate, structured optimization and/or consolidation is now.**

FINDINGS

F1. The current fragmented structure of special districts results in unnecessary duplication of administrative services and operational inefficiencies.

F2. Some districts perform competently but lack sufficient scale to support long-term strategic investment in infrastructure, technology, staffing, and resilience.

F3. Smaller districts are disproportionately vulnerable to staffing disruptions and catastrophic events that could rapidly impair service delivery.

F4. Although consolidation is a popular idea among many elected board members, current governance structures, absence of board member term limits, and fear of loss of political influence discourage boards and administrators from initiating consolidation even when they recognize its benefits.

F5. Service and pricing inequities currently exist across Marin and may increase if consolidation and functional collaboration do not accelerate.

F6. Performance metrics for essential, mission-specific services exist but they are not readily available and standardized, which prevents meaningful public comparison of district effectiveness and undermines accountability.

F7. Without proactive reform, future consolidations are more likely to occur through crisis-driven intervention, resulting in greater disruption and higher costs.

RECOMMENDATIONS

R1. By January 1, 2027, all special district boards should have conducted their first semi-annual consolidation exploration meeting with similar districts and will have established a regular meeting schedule moving forward.

R2. By October 1, 2026, the Board of Supervisors should direct the development of comprehensive, cost-efficient shared services (such as IT, legal, finance, HR/payroll, harmonized compensation/benefits package, insurance) for special districts to optimize expenses and secure a Marin-wide acceptable quality standard. First limited-service offerings are encouraged to be made available by January 1, 2027.

R3. By January 31, 2027, with the assistance of the County, all districts should develop and publish on their website standardized, comparable Key Performance Indicators (KPIs) with regard to service pricing, finance, staffing, operations, and customer satisfaction.

R4. By January 31, 2027, each district should publicly update findings and progress regarding consolidation opportunities, and share those findings with the Board of Supervisors and the public on a semi-annual basis.

R5. By January 31, 2027, the Board of Supervisors should oversee compliance with R1–R4 and update the public on the districts' performance.

R6. By October 1, 2026, in the process of implementing R1 and R2, districts should prioritize functional consolidation in operations, procurement, training, and administration as a precursor to formal consolidation.

R7. By October 1, 2026, the district's board compensation, benefits, length of service, date of term end, and expenses related to board work should be clearly and prominently posted on each district's website and updated annually.

R8. By June 1, 2027, special districts should adopt term limits of two consecutive four-year terms for all board members. Staggered implementation of term limits to avoid disruptions is encouraged.

R9. By June 1, 2027, board compensation structures should be reviewed across districts, and considered for adjustment. All components of board compensation should be posted on their website (see best practice example in Appendix B).

REQUIRED RESPONSES

Pursuant to Penal Code section 933.05, the Grand Jury requires responses to all findings and recommendations (F1-F8 and R1-R9) from the following governing bodies:

From the following governing bodies within 90 days:

- Marin County Board of Supervisors
- San Rafael City Council, City of San Rafael
- Town of Ross
- Almonte Sanitary District
- Alto Sanitary District
- Central Marin Sanitation Agency
- Corte Madera Sanitary District #2
- CSA #28 (West Marin Paramedic)
- CSA #31 (Marin County Fire)
- Homestead Valley Sanitary District
- Kentfield Fire Protection District
- Las Gallinas Valley Sanitary District
- Marin City Community Service District
- Marin Municipal Water District
- Marinwood Community Service District
- Murray Park Sewer Maintenance District
- North Marin Water District
- Novato Fire Protection District
- Novato Sanitary District #1
- Richardson Bay Sanitary District
- Ross Valley Sanitary District
- Ross Valley Fire Department
- Ross Valley Paramedic Authority
- San Quentin Village Sewer Maintenance District
- San Rafael Sanitation District
- Sausalito/Marin City Sanitary District
- Sewerage Agency of Southern Marin (SASM)
- Sleepy Hollow Fire Protection District
- Southern Marin Emergency Medical-Paramedic System
- Southern Marin Fire District
- Strawberry Recreation District

- Tamalpais Community Service District
- Tiburon Fire Protection District
- Tiburon/Belvedere Sanitary District #5

INVITED RESPONSE

From the following county official within 60 days:

- Marin County Executive

The governing bodies indicated above should be aware that the comment or response of the governing body must be conducted in accordance with Penal Code section 933, subdivision (c) and subject to the notice, agenda and open meeting requirements of the Brown Act.

Note: At the time this report was prepared information was available at the websites cited.

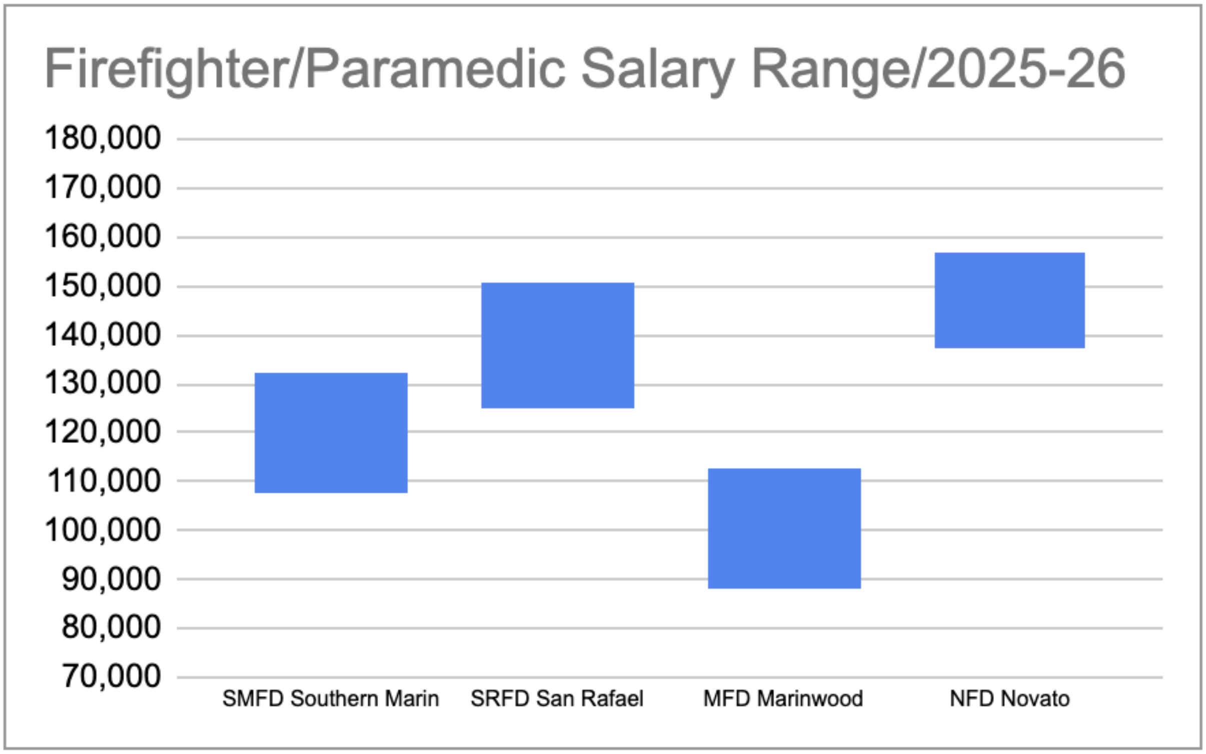
Reports issued by the Civil Grand Jury do not identify individuals interviewed. Penal Code section 929 requires that reports of the Grand Jury *not* contain the name of any person or facts leading to the identity of any person who provides information to the Civil Grand Jury. The California State Legislature has stated that it intends Penal Code section 929 to encourage full candor in testimony in Grand Jury investigations by protecting the privacy and confidentiality of those who participate in any Civil Grand Jury investigation.

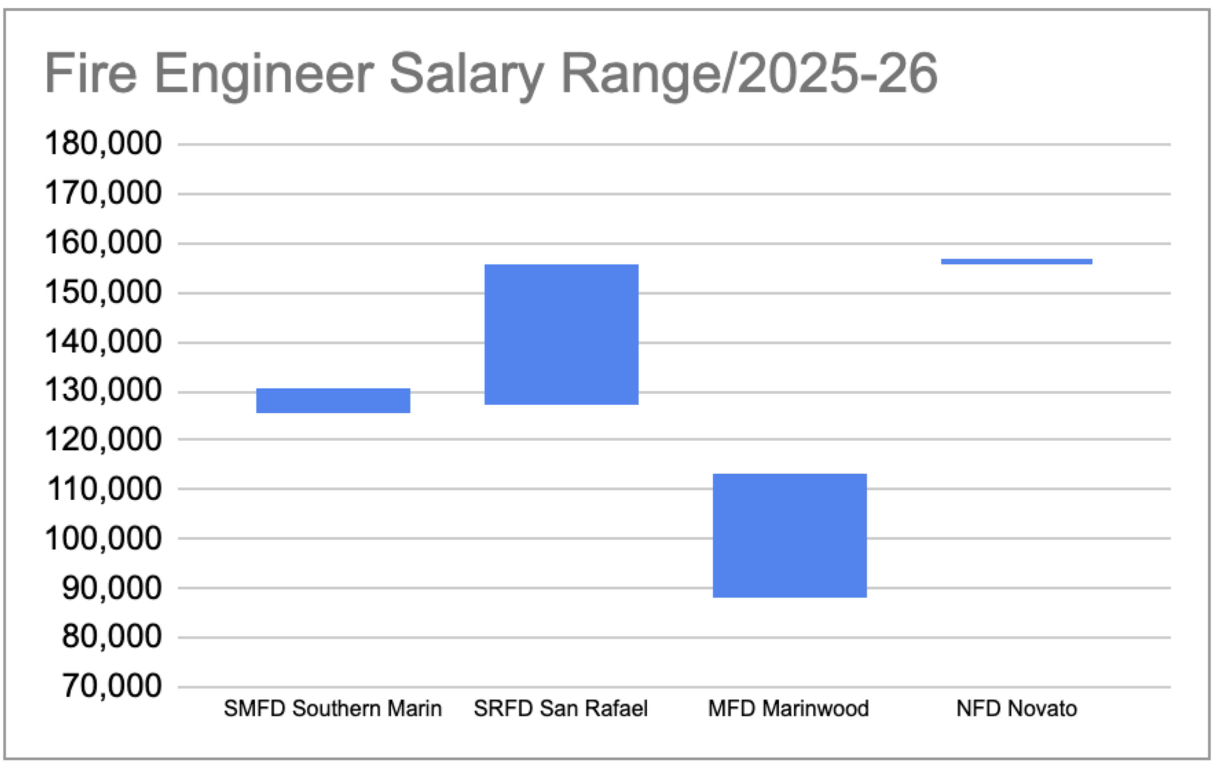
GLOSSARY

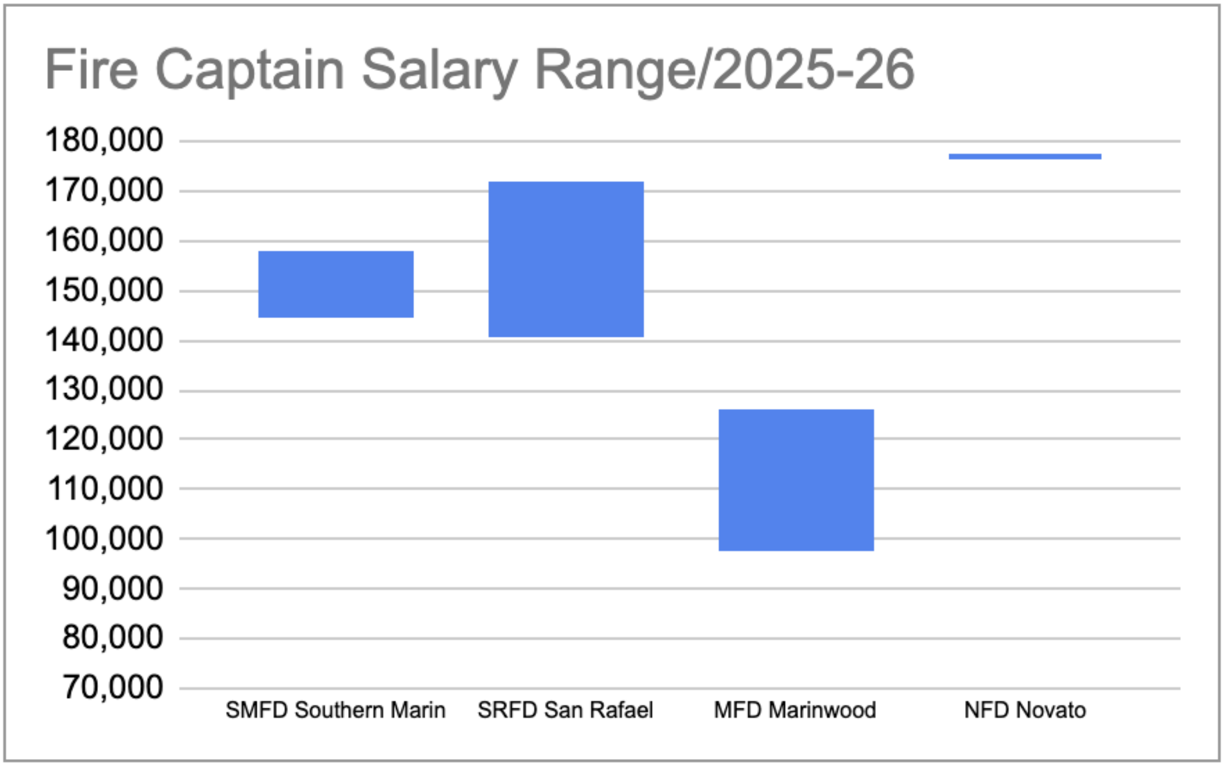
A comprehensive overview of special district related terms and acronyms can be found on the Marin LAFCo[4] website.

[4] https://www.marinlafco.org/special-districts-list

APPENDIX A: Examples of Marin County Fire Departments Salaries, FY 2025-2026







Source: Websites of Southern Marin, San Rafael, Marinwood and Novato Fire Departments.

APPENDIX B: Example of Best Practice Board Compensation Transparency

Shown: Marin Municipal Water District, 2024–2025

Board of Directors Expenses - 2024/25						
Type of Activity or Benefit	**Ranjiv Khush**	**Diana Maier**	**Larry Russell**	**Matt Samson**	**Monty Schmitt**	**Jed Smith**
Regular Board Meetings	5,550	4,000	5,800	4,850	1,800	5,550
Board Committees and Other Special Board Meetings	5,600	3,000	5,750	5,550	1,800	5,300
Liaison Assignments to Advisory Committees, Councils and Forums	2,650	1,250	4,950	4,600	200	5,500
Conferences, Training and Memberships	990	3,882	8,159	2,095	-	30
Medical/Dental Benefits	-	14,071	6,831	116	8,941	-
Total	**$ 14,790**	**$ 26,203**	**$ 31,490**	**$ 17,211**	**$ 12,741**	**$16,380**

Source: https://marinwater.org/wp-content/uploads/2025/09/Board-Mem.-Expenses-FY23.pdf

APPENDIX C: Special District Consolidation Tactical Table

STAKE-HOLDERS	Phase 1 Collaboration	Phase 2 Functional Consolidation	Phase 3 Consolidation
SD Board	Conduct consolidation exploration workshop (risk & reward, financials, Key Performance Indicators, staffing, service offerings, roadblocks, capital infrastructure). Meet with peers at corresponding districts to agree on areas of collaboration and compare notes. **Key Deliverable**: Shared Service Agreement.	Implement Shared Services Agreement; review and monitor, assess and adjust services. Evaluate progress against deliverables. Regular reports back to public stakeholders **Key Deliverable**: Certificate of Completion.	Reconfigure board, execute consolidation (new services, pricing, staffing). Prepare the next consolidation opportunity.
SD Staff	Prepare consolidation impact analysis on staff opportunities, assets and services. Continue to meet with peers at corresponding districts to agree on areas of further collaboration. **Key Deliverable**: Staffing Impact Analysis, Culture Mapping.	Execute functional consolidation activities and provide feedback and improvement opportunities to board.	Execute consolidation activities and provide feedback and improvement opportunities to board. Perform as one entity.
Unions	Support staff and board; map out benefits of consolidation for their members; lead discussion among their members. Present county-wide assimilation of compensation, benefits and pension structure for the desired end state (one SD per county). **Key Deliverable**: County-wide MOU proposal.	Negotiate and agree on MOU (memorandum of understanding). Evaluate retirement systems, workers comp.	
Elected Officials	Openly support mission-specific SD consolidation in their jurisdiction. Encourage SD boards to drive consolidation. Provide access to infrastructure (facilities, counsel, staff). Actively dismantle CSDs (community service districts). Drive towards county-wide ordinance. Establish "State of SDs" as a fixed agenda point.	Endorse, campaign for and validate consolidation efforts (in public). Assist and remove roadblocks, share best practices, role model and embrace change. Support constituents with adapting to change.	Assist and remove roadblocks, share best practices, role model and embrace change. Endorse, campaign for and validate consolidation efforts (in public). Support constituents with adapting to change.

STAKE-HOLDERS	Phase 1 Collaboration	Phase 2 Functional Consolidation	Phase 3 Consolidation
Public	Attend board meetings and inquire about consolidation efforts. Speak to your neighbors and start a movement. Provide input for desired service offerings, send letters to the editor, and contact SD board, offices and administrators to express support for their cooperation and consolidation efforts.	Continue to stay engaged, offer feedback and service improvement opportunities, support consolidation, and defend consolidation during hearings.	Monitor success and benefits. Encourage further consolidation.
Media	Continue to cover the benefits of SD consolidation through articles, case studies, and best practices. Activate the public to attend board meetings (publish board meeting dates).	Continue to cover the benefits of SD functional consolidation through articles, case studies, and best practices. Activate the public to attend scheduled and posted board meetings.	Continue to cover the benefits of SD consolidation through articles, case studies, and best practices. Activate the public to attend scheduled and posted board meetings.
LAFCo	Advise districts about resources available, benefits, external consulting support, timelines, cost, and the process of consolidation. Hold workshops about how to mitigate potential roadblocks.	Provide analysis, accept application, manage public hearings and protests, issue Certificate of Completion.	Review, encourage and facilitate further consolidation efforts.
Board of Supervisors	Mandate and oversee compliance of GJ recommendations, provide funds pursuant to Gov. Code sections 60350–60356 (District Consolidation Assistance Program), provide strategic direction and monitor optimization progress. Provide shared services for special districts.		

MARIN WATER

STAFF REPORT

Meeting Type:	Board of Directors
Title:	Award of Contract No. 2073 – Fire Flow Improvement Program – Palm Avenue Pipeline Replacement Project (F26002) to D & D Pipelines, Inc.
From:	Alex Anaya, Director of Engineering
Through:	Ben Horenstein, General Manager
Meeting Date:	September 1, 2026

TYPE OF ITEM: X Action Information

RECOMMENDATION: Approve a resolution awarding Contract No. 2073, Fire Flow Improvement Program - Palm Avenue Pipeline Replacement Project, to D & D Pipelines, Inc. in the amount of $615,410 and authorizing the General Manager to execute any necessary amendments to Contract No. 2073, which do not exceed $65,000

SUMMARY: This item was reviewed by the District Planning Committee on July 28, 2026. The Fire Flow Improvement Program – Palm Avenue Pipeline Replacement Project will install approximately 1,730 feet of new pipe to replace the old leak prone, fire flow deficient pipe in the unincorporated community of Kentfield within the County of Marin, California.

DISCUSSION: The Palm Avenue Pipeline Replacement Project (Project) is a component of the District's Fire Flow Improvement Program. This Project will install approximately 1,730 feet of new 6-inch and 8-inch welded steel pipe to replace the old, leak-prone, fire flow deficient piping installed as early as 1937.

The Project will be constructed in coordination with the County's upcoming road resurfacing project. As part of this coordination effort, the County has agreed to waive the District's standard requirement to perform typical resurfacing along Palm Avenue. Instead, the District will be permitted to perform plug pavement restoration, with the County completing the full-depth roadway restoration as part of its resurfacing project.

The Project takes place in the locations described in Table 1 and shown on the Map provided in Attachment 2.

Table 1
Pipeline Replacement Locations

STREET	LENGTH	INSTALLATION DATE	EXISTING SIZE & TYPE
Palm Avenue	1530 ft	1937	4” CIP
Laurel Grove Avenue**	100 ft	1935	8” CIP
Cypress Avenue**	100 ft	1962	6” ACP

*CIP = Cast Iron Pipe * ACP = Asbestos Concrete Pipe ** Pipeline Tie-In Location

These street segments were evaluated for the installation of recycled water piping. The nearest existing recycled water pipeline is approximately 3.9 miles away located at the intersection of San Pedro Road and Sequoia Road. The closest wastewater treatment plant, Central Marin Sanitation Agency, is located approximately 4.0 miles away in San Rafael. However, their facilities are not equipped to provide tertiary recycled water.

On August 6, 2026, the District opened five (5) bids for the Fire Flow improvement Program – Palm Avenue Pipeline Replacement Project, as shown in Table 2. D & D Pipelines, Inc. submitted the lowest responsive and responsible bid in the amount of $615,410. Therefore, staff recommends that the Board of Directors approve a resolution awarding Contract No. 2073 to D & D Pipelines, Inc. in the amount of $615,410 and authorize the General Manager to execute any necessary amendments to Contract No. 2073, which do not exceed $65,000.

Table 2
Bid Results
Palm Avenue Pipeline Replacement Project

Bid Rank	Contractor Name	Bid Amount
1.	D & D Pipelines Inc.	$615,410
2.	W.R. Forde Associates Inc.	$633,760
3.	Maggiora & Ghilotti	$678,900
4.	Team Ghilotti, Inc.	$747,747
5.	Argonaut Construction	$1,098,885

Engineer’s Estimate: $710,000

Summaries of the estimated Project cost and schedule are provided below.

Budget:

Contract Award:	$ 615,410
Contingency:	$ 65,000
Materials:	$ 173,000
District Labor/Inspection:	$ 155,000
Total Budget:	$ 1,008,410
Budget Category:	A2A

Project Implementation:

Project Advertisement:	July 14, 2026
Bid Opening:	August 6, 2026
Project Award:	September 1, 2026
Estimated Completion Date:	November 25, 2026
Duration:	85 days

ENVIRONMENTAL REVIEW: The Director of Engineering has found that the Project is Categorically Exempt pursuant to California Environmental Quality Act (CEQA) Guidelines Section 15302(c), Replacement or Reconstruction, and statutorily exempt under Public Resources Code section 21080.21, pipelines less than one mile. The Project qualifies for exemption pursuant to Section 15302(c) inasmuch as it is the replacement of existing water pipeline involving negligible or no expansion of capacity, and is statutorily exempt pursuant to Public Resources Code section 21080.21 since the proposed Project will replace less than one mile of pipe within the public right of way or street.

FISCAL IMPACT: The total cost to complete the Fire Flow Improvement Program – Palm Avenue Pipeline Replacement Project is estimated as $1,008,410, inclusive of District Labor, materials and contingencies. Funding for this project is included in the Adopted 2 Year Capital Improvement Budget (FY 2026-2027) and will be funded by the Fire Flow Program.

ATTACHMENT(S):

1. Resolution
2. Site Map
3. Notice of Exemption

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

Attachment: 1

MARIN MUNICIPAL WATER DISTRICT

RESOLUTION NO.

A RESOLUTION OF THE BOARD OF THE MARIN MUNICIPAL WATER DISTRICT APPROVING AWARD OF CONSTRUCTION CONTRACT NO. 2073 TO D & D PIPELINES, INC. FOR THE FIRE FLOW IMPROVEMENT PROGRAM – PALM AVENUE PIPELINE REPLACEMENT PROJECT

WHEREAS, on July 14, 2026, the District advertised Contract No. 2073, Palm Avenue Pipeline Replacement Project (F26002), which will replace approximately 1,730 feet of piping; and

WHEREAS, the District received and publicly opened five (5) bids on August 6, 2026, of which D & D Pipelines, Inc. bid of $615,410 was the lowest response and responsible bid.

NOW, THEREFORE, THE BOARD OF DIRECTORS RESOLVES that:

1. The bid of $615,410 submitted by the D & D Pipelines, Inc. for the Pipeline Replacement Project under Contract No. 2073 ("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 $65,000.

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 the D & D Pipelines, Inc. are to be rejected.

5. The project is Categorically Exempt from review under Section 15302(c) of the CEQA Guidelines inasmuch as it is the replacement of existing water pipeline involving negligible or no expansion of capacity.

6. The project is statutorily exempt pursuant to the California Public Resources Code Division 13 Environmental Quality Section 21080.21 inasmuch as the project involves the replacement of less than one mile of pipeline.

PASSED AND ADOPTED this 1st day of September, 2026, by the following vote of the Board of Directors.

AYES:

NOES:

ABSENT:

____

Jed Smith
President, Board of Directors

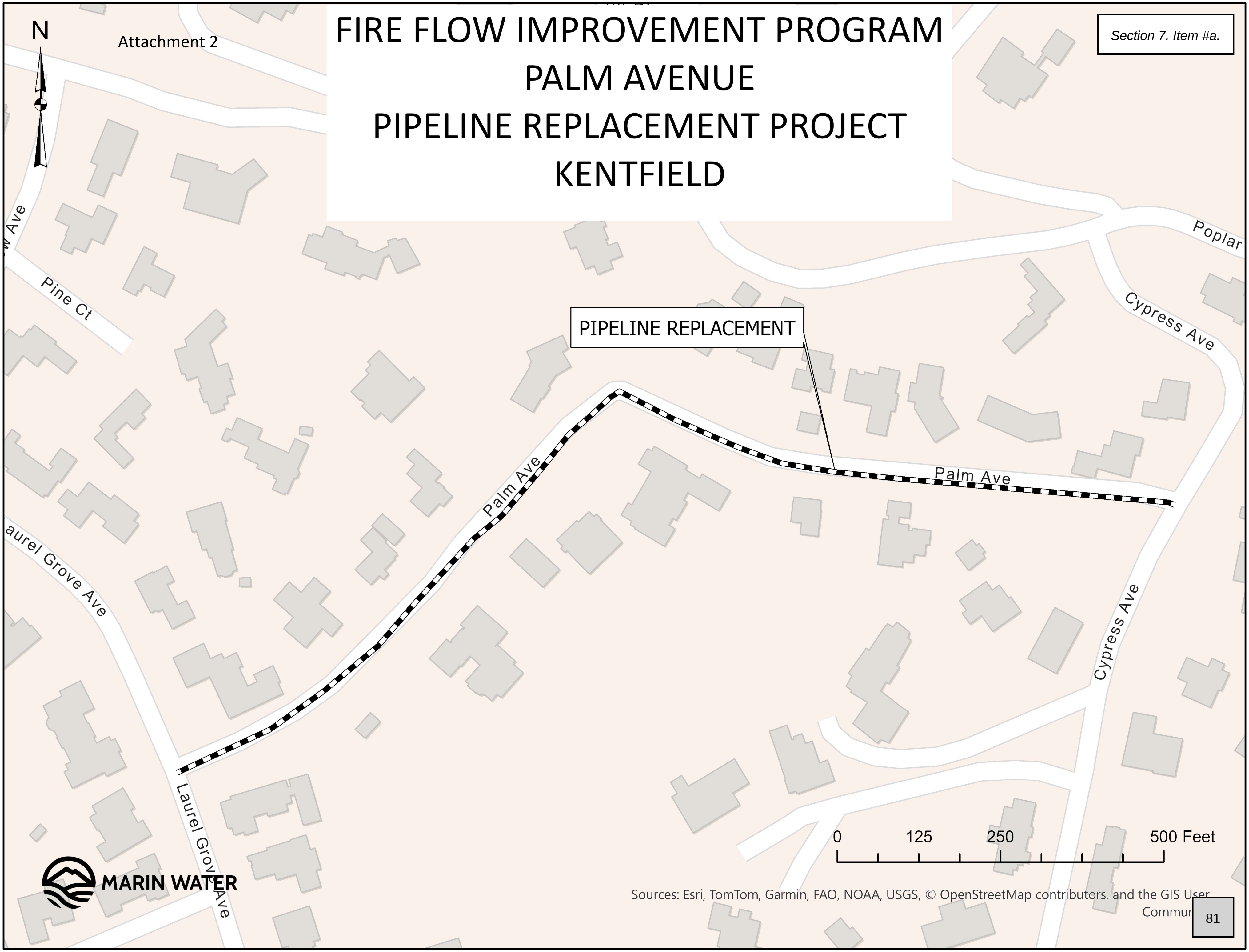
ATTEST:

____

Terrie Gillen, CMC
Board Secretary

Attachment 2

FIRE FLOW IMPROVEMENT PROGRAM
PALM AVENUE
PIPELINE REPLACEMENT PROJECT
KENTFIELD



Notice of Exemption

Attachment 3

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: Palm Avenue Pipeline Replacement Project (F26002)

Project Location: Kentfield **Project Location – County:** Marin

Project Description: This Project will install approximately 1,730 feet of 8 and 6-inch welded steel pipe to replace existing, leak-prone, fire flow deficient cast iron pipe as part of the District's Fire Flow Improvement Program.

The roads involved are shown in Figure 1 and described in the table below:

Street	Length (Ft)	Installation Date	Existing Size & Type
Palm Avenue	1530	1937	4" CIP
Laurel Grove Avenue**	100	1935	8" CIP
Cypress Avenue**	100	1962	6" ACP

*CIP = Cast Iron Pipe ** Pipeline Tie-In Location

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 pursuant to CEQA Guidelines Section 15302(c), Replacement or Reconstruction and Statutory Exemption pursuant to California Public Resource Code Division 13 Environmental Quality Section 21080.21 (Replacement of Existing Pipeline Less Than One Mile in Length)

Reason for Exemption: This project qualifies for exemption pursuant to Section 15302(c) of the CEQA Guidelines inasmuch as it consists of the replacement of existing water pipelines involving negligible or no expansion of capacity. This project also qualifies for a statutorily exempt pursuant to the California Public Resource Code Division 13 Environmental Quality Section 21080.21 inasmuch as the project involves the replacement of less than one mile of existing pipeline.

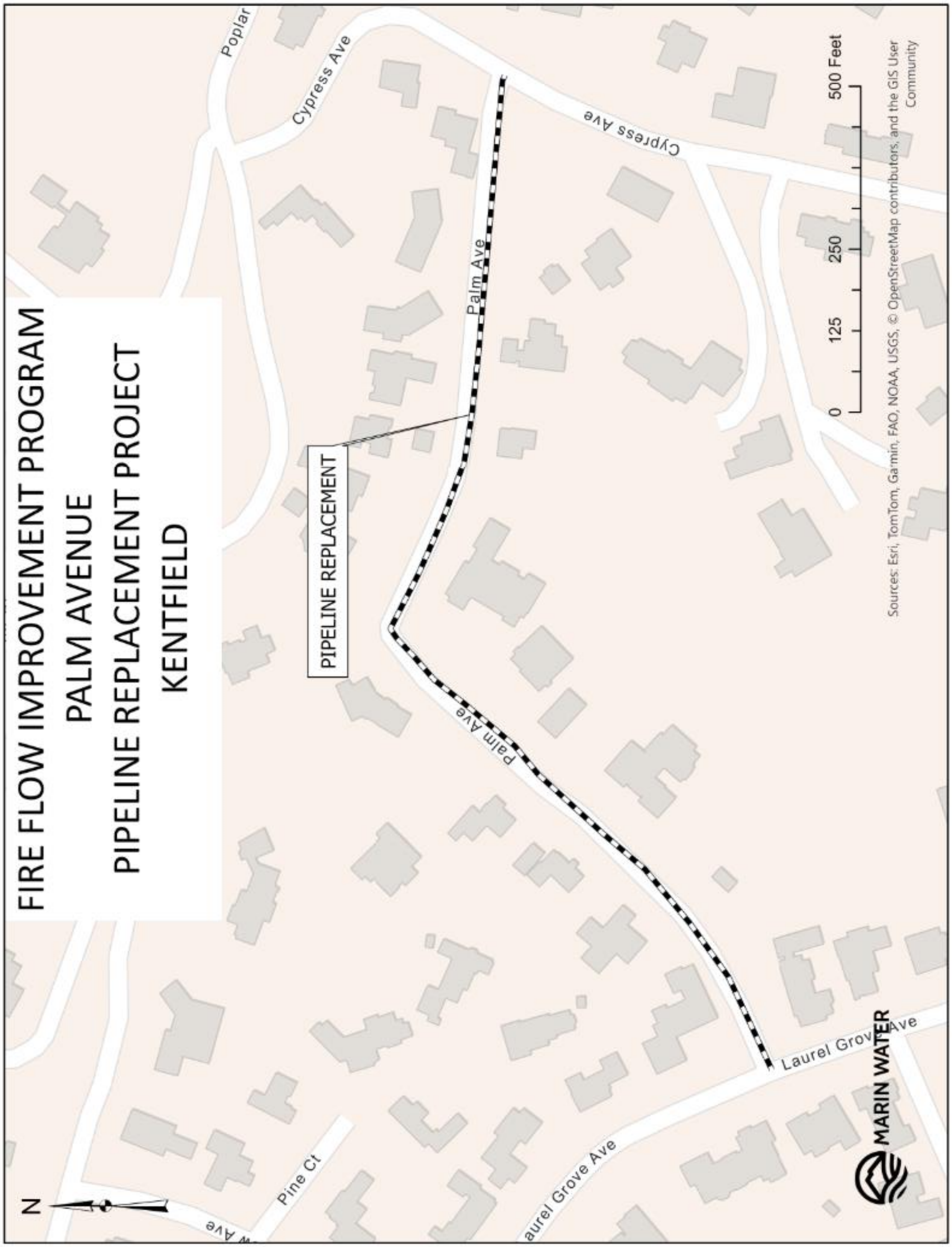
Project Approval: The Marin Municipal Water District Board of Directors approved the award of a contract for project construction, which represents project approval as defined by Section 15352 of the Guidelines for Implementation of the California Environmental Quality Act, at their regularly scheduled meeting on September 1, 2026.

Lead Agency Contact Person: Alex Anaya, Marin Municipal Water District **Telephone:** (415) 945-1588

____ ____________________

Alex Anaya, Director of Engineering **Date**

Figure 1: Palm Avenue Pipeline Replacement Project



SOURCE: MMWD 2026

STAFF REPORT

Meeting Type: Board of Directors

Title: Seeger Dam Spillway Modernization Design and Alternatives Selection Project

From: Alex Anaya, Director of Engineering

Through: Ben Horenstein, General Manager

Meeting Date: September 1, 2026

TYPE OF ITEM: X Action Information

RECOMMENDATION: Approve award of professional services agreement, MA 6599, with Black and Veatch, for the Seeger Dam spillway modernization alternatives analysis and design of selected spillway alternative in the amount of $4,848,171 with a staff requested contingency of $730,000, for a total not to exceed amount of $5,578,171, for the Seeger Dam Spillway Modernization Design and Alternatives Selection Project subject to final negotiation of contract terms and authorize the General Manager to finalize and execute the agreement

SUMMARY: The Seeger Dam Spillway Modernization Design and Alternatives Selection Project includes work to analyze, select, and design spillway modernization components at Seeger (Nicasio) Dam to bring the spillway up to modern, current day standards. Based on their subject matter expertise, familiarity with the District's system, and attention to detail, District staff recommends the District select Black and Veatch to proceed with the Seeger Dam Spillway Modernization Design Project and Alternatives Selection Project.

DISCUSSION: As a result of the 2017 Oroville Dam spillway failure, the Division of Safety of Dams (DSOD) has required dam owners to conduct condition assessments of concrete lined spillways similar to the Oroville spillway of certain capacity reservoirs. In response to DSOD requirements, the District hired a consultant in 2019 to conduct the Phase I condition assessment on the spillways of Peters Dam (Constructed in 1954 and raised in 1984), Seeger Dam (Constructed in 1961), and Soulajule Dam (Constructed in 1979). The condition assessments identified minor non-structural irregularities that required attention and were subsequently repaired with the Phase I Non-Structural Spillway Repair Project.

Following the first phase of the condition assessments, the District hired a consultant to conduct the Phase 2 condition assessment for a more in-depth evaluation of the spillways, which included using ground penetrating radar (GPR) to scan the spillway slabs to identify voids, drilling cores and probe holes through the spillway slabs to inspect the underside of the spillway slab and conducting sub-drain cleaning and video surveys of the sub drains. This work concluded in 2025 with the Phase II Condition

Assessment Reports for the three identified dams. Condition assessment reports were provided to DSOD. Following review, DSOD notified the District in May 2026, that the Seeger Dam underdrains are not performing as designed and need replacement along with other spillway components that were not designed to modern, current day spillway design standards.

The District issued a Request for Proposals (RFP) for the Seeger Dam Spillway Modernization Design and Alternatives Selection Project and posted to the District's Bids and Proposals website on July 14, 2026, with proposals due August 18, 2026. The District received two proposals, and an interview process was conducted on August 25, 2026. The selection committee consisting of District staff reviewed proposals and interviewed the two consulting firms with respect to responsiveness to the RFP, technical approach, relevant experience and qualifications, schedule, and cost.

Staff is recommending the Board approve a contract award to Black and Veatch, with a project team that has over 40 years of experience in the design and construction of major water supply projects with a focus on dam spillways and outlet works. The scope of work includes developing a rehabilitation plan to respond to DSOD by December 1, 2026, conducting alternatives analysis to aid in the selection of the superior design alternative, as well as completing design of the selected alternative, conducting any necessary environmental review and permitting in compliance with CEQA and/or NEPA. The consultant will also support DSOD coordination, and the pursuit of grant funding opportunities.

The proposal submitted by Black and Veatch provides a comprehensive approach based on their subject matter expertise, familiarity with the District's system from performing work on Spillway Modifications Alternatives and Selection Project, the Spillway Capacity Assessment, Local Hazard Mitigation Plan update, and attention to detail.

<u>Budget:</u>

Professional Services Agreement: $4,848,171

Contingency (15%): $730,000

Total Budget: $5,578,171

Budget Category: A1A05

The alternatives analysis and design is scheduled to be completed in November 2029.

ENVIRONMENTAL REVIEW: Not applicable.

FISCAL IMPACT: The Seeger Dam Spillway Modernization Design and Alternatives Selection Project is funded in Fiscal Year 2026/2027 Adopted Capital Budget and will be in the upcoming five-year Capital Improvement Plan. As shown in the table below, the total cost for the agreement with Black and Veatch is $4,848,171 with a staff requested contingency of $730,000 for a total not to exceed amount of $5,578,171

Task Description	Budget
Task 1 – Project Management and Coordination: This task includes project management activities including day-to-day administration, progress meetings, and technical reviews throughout the duration of the contract.	$615,931
Task 2 – Data Collection and Pre-Evaluation Analyses: This task includes data collection and review; geotechnical exploration, evaluation, and design; hydrologic and hydraulic analyses; and surveying and mapping.	$1,156,092
Task 3 – Alternatives Analysis and Preliminary Design Criteria: This task includes alternatives identification, evaluation, and selection, and development of preliminary design criteria.	$288,100
Task 4 – Seeger Dam Spillway Design and DSOD Coordination: This task includes engineering design services for modernization to the spillway at Seeger Dam suitable for bidding and construction. This includes 30%, 50%, 90%, and 100% design documents. This task also includes coordination with DSOD.	$875,155
Task 5 – Environmental Compliance: This task includes all work necessary for CEQA and, if needed, NEPA compliance in support of the Seeger Dam Spillway Modernization Project.	$807,833
Task 6 – Regulatory Agency Permitting: This task includes development of a permitting plan, coordinating with all necessary regulators, and development of permit applications.	$136,627
Task 7 (OPTIONAL) – Agency and Stakeholder Engagement: This task includes a stakeholder engagement plan and development of messaging.	$95,340
Task 8 – Supplemental Tasks: This task includes water supply reliability and reservoir operations analyses, assessment of project delivery alternatives, and grant funding support.	$514,522
2027 4% Labor Escalation	$175,770
2028 4% Labor Escalation	$182,801
Professional Services Agreement Total	**$4,848,171**
Contingency (15%)	**$730,000**
Total Authorized Amount	**$5,578,171**

Staff is requesting the Board approve award of professional services agreement, MA 6599 with Black and Veatch, for the spillway modernization alternatives analysis and design of selected spillway alternative in the amount of $4,848,171 with a staff requested contingency of $730,000, for a total not to exceed amount of $5,578,171, for the Seeger Dam Spillway Modernization Design and Alternatives Selection Project.

ATTACHMENT(S): None.

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

STAFF REPORT

Meeting Type:	Board of Directors
Title:	Amendment No. 2 to Contract No. 2050 with Forester and Kroeger Inc.
From:	Paul Sellier, Director of Water Resources
Through:	Ben Horenstein, General Manager
Meeting Date:	September 1, 2026

TYPE OF ITEM: X Action Information

RECOMMENDATION: Approve Amendment No. 2 to Contract No. (CN) 2050, with Forester and Kroeger, Inc. to add $483,000, which includes a 20% contingency for vegetation maintenance and landscaping services supporting the Nicasio Creek Vegetation Management 2026 Project, for a total not to exceed amount of $5,906,840, and Authorize the General Manager to execute the agreement

SUMMARY: Staff is requesting that the Board of Directors approve Amendment No. 2 to CN 2050 in the amount of $483,000 to expand the existing scope of work with Forester and Kroeger Inc. to include work for the Nicasio Creek Vegetation Management 2026 Project (Project). This amendment leverages the existing CN-2050 contract, approved by the Board on September 25, 2025, for BFFIP Maintenance and Forestry and Pile Burn Support. Expanding the scope allows the District to implement the Nicasio Creek Vegetation Maintenance 2026 Project that was presented at the August 18, 2026 Board meeting.

DISCUSSION: The Project includes vegetation thinning along a 3,850 ft reach of the Nicasio Creek flood plane from the Reservoir to approximately Ranch Road in the town of Nicasio. In addition, willows removed from Nicasio Creek will be planted along the shoreline of the reservoir to improve habitat. The work includes removal of trees less than 4-inches in diameter at chest height and limbing of larger trees if their branches impede the flow of flood water as well as clearing smaller diameter shrubs and willows. The work is expected to improve the conveyance of water into the reservoir and reduce the potential for upstream flooding. Environmental Science Associates (ESA) has evaluated the area of work for biological resources and has assisted the District in preparing permit applications filed with the California Department of Fish and Wildlife and the San Francisco Bay Regional Water Quality Control Board. In addition to the task of removing vegetation staff anticipate that ESA will provide support during construction to ensure that the work crews understand the permit conditions and that they receive any necessary training appropriate to the environment where the work will be performed.

At the August 18, 2026 Board meeting, the Board approved the Project and use of capital reserves funding. Approving Amendment No. 2 to the CN 2050 with Forester and Kroeger Inc. will allow the

District to implement the Project in a timely manner. The work is expected to be completed by October 15, 2026.

ENVIRONMENTAL REVIEW: The Nicasio Reservoir Vegetation Management 2026 Project is exempt under CEQA as an existing facility (Section 15301), minor alteration to the land (Section 15304).

FISCAL IMPACT: Staff estimate the costs to perform the Project will be $483,000 (CN-2050). Funds for Amendment No. 2 will be transferred from capital reserves to increase the approved Capital Budget.

ATTACHMENT(S):

1. Forester and Kroeger Inc. CN 2050 Amendment No. 2

DEPARTMENT OR DIVISION	DIVISION MANAGER	APPROVED
Water Resources	**Paul Sellier** **Water Resources Director**	**Ben Horenstein** **General Manager**

AMENDMENT NO. 2 TO FUELBREAK MAINTENANCE AND INVASIVE MANAGEMENT CONTRACT BETWEEN MARIN MUNICIPAL WATER DISTRICT and FORSTER AND KROEGER LANDSCAPE MAINTENANCE INC. (CONTRACT NO. 2050)

This Contract Amendment ("Amendment No. 2") is entered into by and between Marin Municipal Water District ("District") and Forster and Kroeger Landscape Maintenance Inc. ("Contractor"). For good and valuable consideration the receipt and adequacy of which is hereby acknowledged, the parties hereto agree as follows:

Section 1. Recitals:

A. On September 25th 2025 the District and the Contractor entered into Contract No.2050 for 'BFFIP Vegetation Maintenance' ("Contract") to run through June 30, 2028.

B. On March 19th, 2026, the District General Manager authorized a correction to CN-2050 to include Section 5 (Contracting/Bid Items) which had been omitted from the original contract.

C. The Contract contains an option for the District to increase the contract by 25% of the original contract amount.

D. On June 2, 2026 the District board approved Amendment No. 1 increasing the contract amount by $323,400 (6.34% of the original $5,101,440 amount) to support additional Engineering work for the Pump Station Fire Hardening Project.

E. At this time, the Parties desire to execute an amendment ("Amendment No. 2") to the Contract increasing the contract amount by $483,000 to support the Nicasio Creek Vegetation Management 2026 Project, bringing the total changes to the original agreement to 15.8% of the original $5,101,440.

Section 2. Terms:

A. Amendment to Contract: This Amendment No. 2 modifies the Contract. Except for the modifications contained herein, all the terms of the Contract shall apply.

B. Terms:

1. EXHIBIT A, Scope of Work, Section 4.1 Work to be done – adding NEW work to include:

   4.1.3 'Providing vegetation maintenance and landscaping services to support Nicasio Creek Vegetation Management 2026 Project'

2. Section 4 – Compensation: total contract amount will increase by **$483,000** from **$5,424,840 not to exceed $5,907,840.**

Continues on next page

Executed by the parties as follows:

Forster & Kroeger

Dated: ____________________________

By: ________________________________

Raul Garcia, President

Marin Municipal Water District

Dated: ____________________________

By: ________________________________

Bennett Horenstein, General Manager

ATTACHMENT A
CN 2050 Amendment No.2 Scope of Work & Budget

SCOPE OF WORK:
Nicasio Creek Vegetation Management (2026) Project
The Project proposes vegetation thinning downstream at the edge of Nicasio Reservoir and working upstream along Upper Nicasio Creek to Ranch Road Bridge (Figure 2 below), collecting willow poles and stakes, and using the collected cuttings as restoration plantings around the reservoir's perimeter at a location just past where Upper Nicasio Creek enters Nicasio Reservoir (Figure 3 below).

Vegetation removal shall involve vegetation thinning using hand tools along approximately 3,850 linear feet of the Upper Nicasio Creek riparian corridor. The vegetation thinning and removal shall mostly occur within the approximate 100-year floodplain over an approximate 100-foot-wide area above the right bank of Upper Nicasio Creek from Nicasio Reservoir to approximately just beyond Nicasio Elementary School. From the Nicasio Elementary School up to Ranch Road Bridge, vegetation thinning shall occur within the approximate 100-year floodplain on both banks of Upper Nicasio Creek with the work extent width on either side varying. Vegetation removal locations and access roads are depicted in Figure 2. Large mature trees and vegetation larger than 4 inches diameter at breast height (DBH) shall be preserved. Mature trees and vegetation larger than 4 inches DBH shall be limbed by hand and shall primarily occur on branches with a diameter of 4 inches or less. Dead vegetation shall also be removed.

The harvested willow poles and stakes shall be preserved in buckets of water during the vegetation thinning to prevent them from drying out prior to installation at the restoration site. The harvested willow poles and stakes shall be replanted at the selected restoration site toward the end of September or beginning of October. Planting at this time would provide the greatest likelihood of success for the willows. In total, up to approximately 1.7 acres of riparian habitat would be restored by the Project around the Nicasio Reservoir's perimeter (Figure 3 below).

Budget Estimate:

Forster & Kroeger
Landscape Maintenance, Inc.
77 Larkspur Street, San Rafael CA 94901
415-456-6684 office, 415-453-2978 fax

Proposal

Date: 8/20/26 REVISED
Site: Upper Nicasio Creek.

Submitted To:
Contact: Kevin Cook
Company: Marin Municipal Water District
Phone: (415) 269-9848
Email: KCook@marinwater.org

Submitted By:
Contact: Raul Garcia
Company: Forster & Kroeger
Phone: (415) 456-6684
Email: raul@forster-kroeger.com

Description of Work: Vegetation management.

Location of Work: Upper Nicasio Creek and Halleck Creek.

Scope of Work: We will provide 4 crews to perform vegetation management in a nine-acre area, 100 ft on either side of Upper Nicasio Creek and Halleck Creek. The work will include removing vegetation less than 4" at breast height down to the ground in the 100-year flood zone. All willows will be removed, brush and limbing of trees greater than 4" in the flood zone. No roots will be disturbed. Willows will be planted in a 2-acre area along the shoreline of the reservoir. Work is estimated to take 35 working days. If fewer crews or fewer working days are required, the price will be adjusted accordingly.

1. 4 Crew Leaders, 8 hours each (32 hours per day), $85.00 per hour $ 95,200.00
2. 16 Laborers, 8 hours each (128 hours per day), $65.00 per hour $291,200.00
3. Disposal fees average $25.00 per cubic yard $TBD

Total for Labor $386,400.00

Additional Comments: Price includes all labor, equipment.

Figure 2 Area of Work

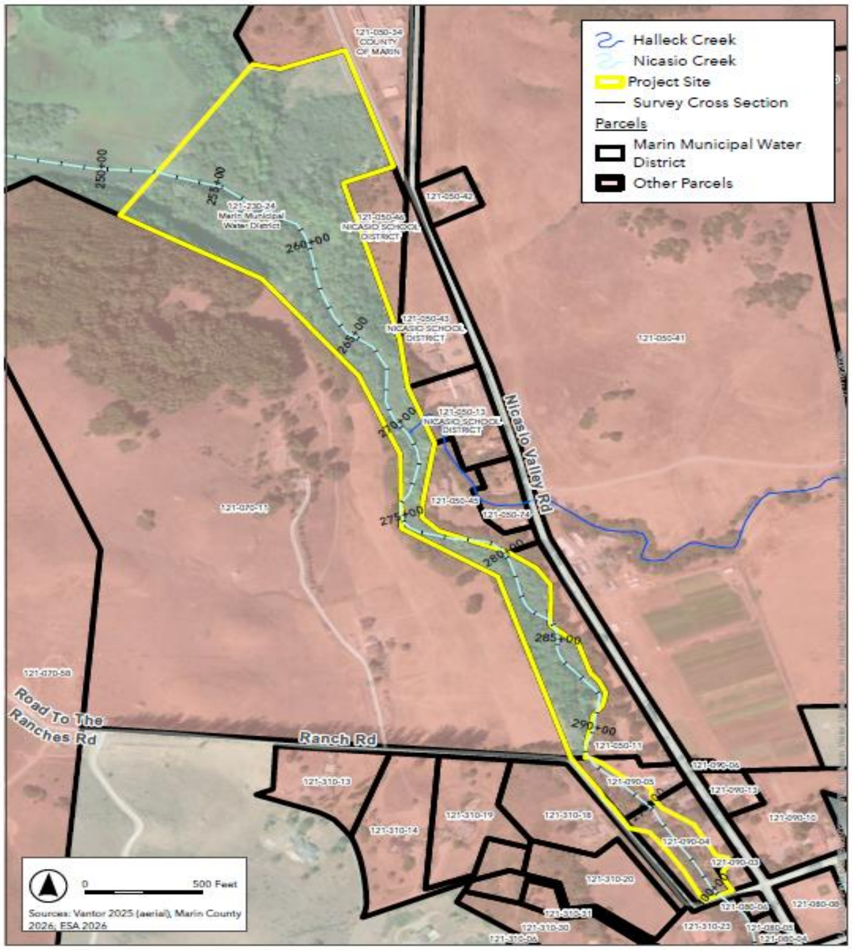


Figure 2
Upper Nicasio Vegetation Maintenance Project
Proposed Work Area

ESA

Figure 3 - Willow Planting Area

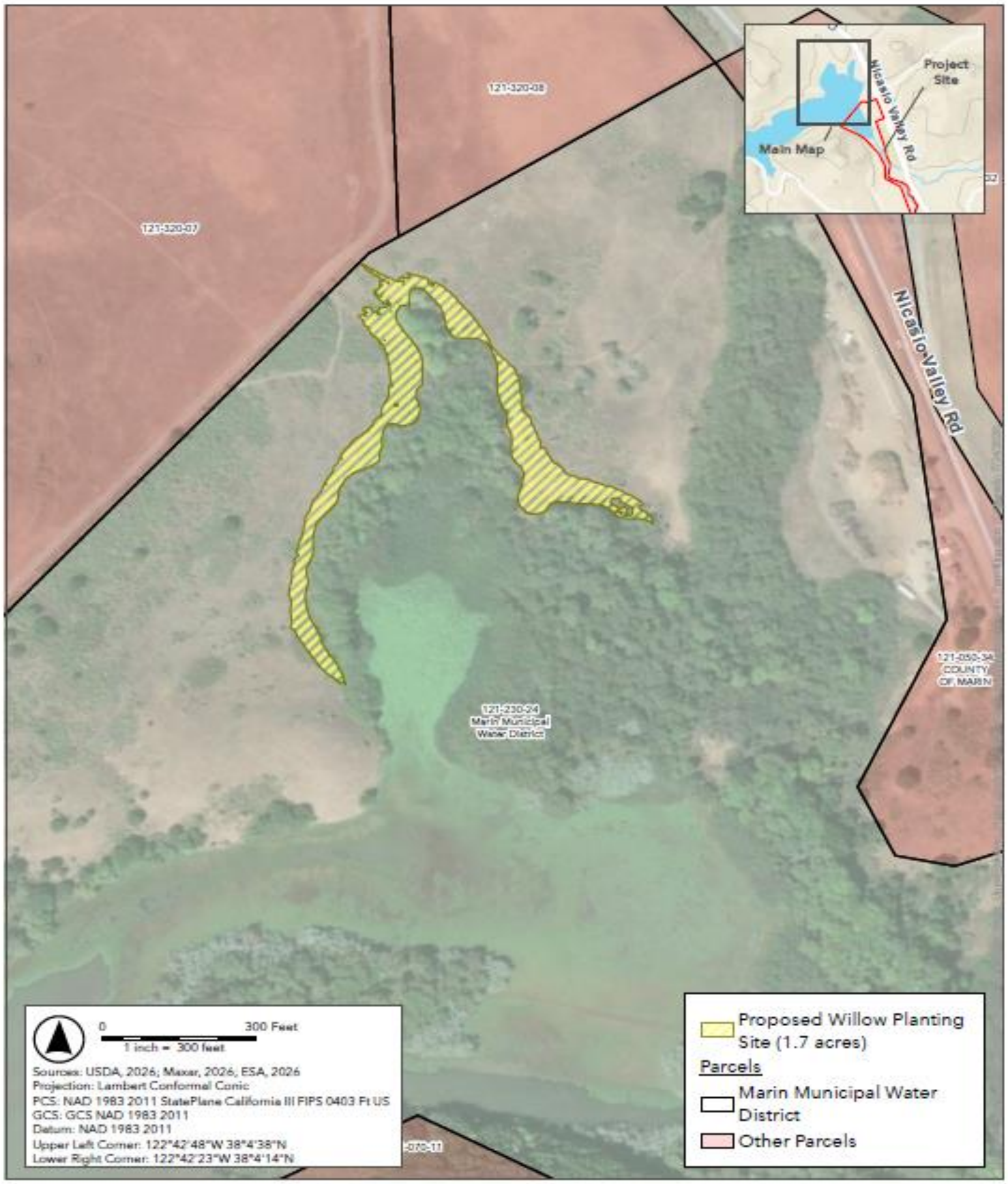


Figure 3
Nicasio Reservoir Vegetation Management Project
Proposed Restoration Planting Site

ESA

MARIN WATER

STAFF REPORT

Meeting Type:	Board of Directors
Title:	Advanced Metering Infrastructure (AMI) Opt-Out Policy
From:	Paul Sellier, Director of Water Resources
Through:	Ben Horenstein, General Manager
Meeting Date:	September 1, 2026

TYPE OF ITEM: Action X Information

RECOMMENDATION: Receive an update regarding an Opt-Out policy for Advanced Metering Infrastructure (AMI)

SUMMARY: In May of 2026, the Board of Directors authorized the General Manager to finalize and execute agreements with Badger Meter for equipment, software, and services to allow the District to implement a District-wide AMI system. The agreements have been finalized, and installations are scheduled to begin September, 2026. The AMI system will provide near real-time water use data and allow for improved leak detection, which will significantly enhance the District's water efficiency efforts, and provide customers with the ability to track their water use and set automated leak alerts. In preparation for deployment, staff is recommending that the Board consider adoption of an AMI Opt-Out policy, which would allow customers the option to opt-out of AMI.

DISCUSSION: The District's current water meters are read manually on a bi-monthly schedule to bill each customer for their water use. The District is moving forward with a significant investment in AMI which will substantially reduce the need to manually read meters and therefore improve billing and operational efficiency. As AMI is installed across each billing route, these meters will no longer need to be read manually. It is possible that a few of our customers may want to maintain their manually read meters and opt out of the AMI meters. However, customers that choose to opt out of AMI will require a meter reader to make a bi-monthly visit to the meter, and in doing so will generate a business cost. Staff recommends that the Board consider the adoption of an opt-out policy that would provide an established process for customers that may not want AMI. The main considerations for this policy include eligibility, leak adjustments, and fee considerations.

Eligibility: Opt-out eligibility would be limited to existing single-family and duplex customers. These two customer groups make up over 85% of the District's meter population, based on experience at other water agencies, and these customer groups tend to be the most likely to want an opt-out option. Multi-family, business, institutional, irrigation, and recycled water customers would not be eligible to opt-out. These customers typically have larger meters where the importance of AMI is magnified due to the greater potential for water loss from leaks. All new services and accounts, including single-family and duplex, would be required to have AMI as a condition for water service. In order to move towards system-wide AMI over time, opt-outs would be upgraded to AMI upon move out. It is also important to distinguish between the meter and the cellular endpoint. The opt-out policy will only apply to the cellular endpoint as that is the piece of equipment that collects and transmits AMI data. The water meter is owned and maintained by the District and the District determines the appropriate water meter to install for each water service.

Leak Adjustment: Under an existing policy (Code Section 6.01.090 – Adjustment of Bills for Loss of Water), all customers are eligible to pursue a leak adjustment once every 3 years and up to 2 consecutive billing periods. Customers are required to submit a form and confirmation of the leak and repair before receiving a bill adjustment, which is based on historical usage. Staff recommends that opt-out customers not be eligible for leak adjustments as opting out prevents the benefit of AMI leak detection and timely automated leak notifications.

Fee Considerations: Customers who opt out of AMI metering would necessitate manual meter reading, an avoidable expense with AMI. Consequently, Staff proposes that a recurring fee to recover at least a portion of the cost of manually reading opt-outs is reasonable, as these customers will be spread across the service area and will require specific office and field staff time that is not necessary when collecting reads via AMI. Based on a 2018 fee study that was updated to reflect 2026 costs, the total cost to obtain a single meter read is $92.42. However, the actual cost to read all opt-outs will not be known until the AMI project is near completion as any geographic clustering of opt-out customers would lead to less trips for individual reads. Depending on the total number of opt-outs, the actual cost will likely be around $60 per read. Staff recommends starting the bi-monthly reading fee at $40, which would be added to the customer’s bimonthly bill. This fee could be re-evaluated every 2-year budget cycle and may be escalated to actual cost recovery over time. In addition to a manual reading fee, some utilities also charge a one-time/set up fee for enrolling customers in or out of the opt-out policy. Although the District will incur a cost for this, staff is not currently recommending this additional fee.

Staff has been developing an outreach plan for the AMI implementation and will provide education and outreach to promote the benefits of AMI and highlight how customers can use this technology to track their own water use and set automated leak alerts. While it is expected that the majority of customers will welcome the benefits from AMI, formalizing an opt-out policy will provide customers with an option.

Staff plans to return to a future Board meeting with a proposed policy for Board adoption.

ENVIRONMENTAL REVIEW: Not Applicable.

FISCAL IMPACT: None.

ATTACHMENT(S): None

MARIN WATER

UPCOMING MEETINGS

This schedule lists upcoming board and committee meetings as well as upcoming agenda items for the next month, which may include Board interest in adding future meeting items. 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)**
Tuesday, Sep. 15, 2026 5:00 p.m.	Board of Directors' Regular Bi-Monthly Meeting with a Closed Session to follow	Financial Plan Update, Nicasio Hydrology Study Update
Thursday, Sep. 17, 2026 9:30 a.m.	Watershed Committee Meeting/Special Meeting of the Board of Directors	E-Bike Pilot Year 1 Report, Sky Oaks Facility Assessment
Tuesday, Sep. 22, 2026 9:30 a.m.	Planning Committee Meeting/Special Meeting of the Board of Directors	LHMP, FFIP - Hillside Avenue Pipeline Replacement Project
Thursday, Sep. 24, 2026 9:30 a.m.	Finance & Administration Committee Meeting	Monthly Financial Report

External July Meetings	
Meeting Date	**Meeting Type**
Friday, September 4, 2026 9:30 a.m.	North Bay Watershed Association Meeting
(*Tentative*) Wednesday, Sep. 16, 2026 3:00 p.m.	Tomales Bay Foundation Meeting