



# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

### NOTICE OF REGULAR MEETING AND AGENDA Marin Local Agency Formation Commission

**June 13th, 2024, - 6:30 PM**

Marin Wildfire Prevention Authority Meeting Room | Suite 335 | 1600 Los Gamos Drive, San Rafael, CA (Use the Main Lobby (Lobby A) entrance, which is located on the freeway side of the building.)

#### **PUBLIC ACCESS AND PUBLIC COMMENT INSTRUCTIONS FOR HYBRID ATTENDEES**

In addition to in-person attendance, as a courtesy, and technology permitting, members of the public may also attend by virtual teleconference. However, LAFCo cannot guarantee that the public's access to teleconferencing technology will be uninterrupted, and technical difficulties may occur from time to time. Unless required by the Brown Act, the meeting will continue despite technical difficulties for participants using the teleconferencing option. Members of the public may access and watch a live stream of the meeting on Zoom at <https://us02web.zoom.us/j/81565499122>. Alternatively, the public may listen in to the meeting by dialing **+1 669 444 9171** and entering **Meeting ID 815 6549 9122#** when prompted.

#### **SPOKEN PUBLIC COMMENTS FOR HYBRID ATTENDEES:**

Spoken comments will be accepted through the teleconference meeting. To address the Commission, click on the link <https://us02web.zoom.us/j/81565499122> to access the Zoom-based meeting.

1. You will be asked to enter an email address and name. We request that you identify yourself by name, as this will be visible online and will be used to notify you that it is your turn to speak.
2. When the Commission calls for the item on which you wish to speak, click on the "raise hand" icon. Speakers will be notified shortly before they are called to speak.
3. When called, please limit your remarks to the time limit allotted (3 minutes).

#### **CALL TO ORDER BY CHAIR**

#### **ROLL CALL BY CLERK**

#### **AGENDA REVIEW**

The Chair or designee will consider any requests to remove or rearrange items by members.

#### **PUBLIC OPEN TIME**

This portion of the meeting is reserved for persons desiring to address the Commission on any matter not on the current agenda. All statements that require a response will be referred to staff for reply in writing or will be placed on the Commission's agenda for consideration at a later meeting. Speakers are limited to three minutes.

#### **CONSENT CALENDAR ITEMS (discussion and possible action)**

All items calendared as consent are considered ministerial or non-substantive and subject to a single motion approval. The Chair or designee will also consider requests from the Commission to pull an item for discussion.

1. Approval of Minutes for April 11, 2024, Regular Meeting
2. Commission Ratification of Payments from April 1, 2024, to May 31, 2024

#### **PUBLIC HEARING**

3. Adoption of Final Operating Draft Budget for Fiscal Year 2024-2025
4. Presentation of the Multi-Regional Service Review Public Draft. This is a hearing for the commission to review and make recommendations. (The hearing will be continued to the next meeting.)
5. Ratification of Approval of LAFCo File #1377 - Emergency Out of Service Agreement to Novato Sanitary District for 2 Hansen Road in Novato, CA For One Year

### **BUSINESS ITEMS (discussion and possible action)**

Business Items involve administrative, budgetary, legislative or personnel matters and may or may not be subject to public hearings.

6. Election of Chair and Vice Chair
7. Approval of First Amendment to Executive Officer Employment Agreement
8. Discussion and Possible Approval of Items Related to CALAFCO Annual Conference
  - a) Nomination to CALAFCO Board of Directors
  - b) Nominations for CALAFCO Annual Awards
  - c) Nominations of Marin LAFCo Voting Delegates to Annual Conference

### **EXECUTIVE OFFICER REPORT**

- a) Budget Update FY 2023-2024
- b) Current and Pending Proposals
- c) Marin LAFCo Workplan
- d) Correspondence

### **COMMISSIONER ANNOUNCEMENTS AND REQUESTS**

#### **ADJOURNMENT TO NEXT MEETING**

August 8th, 2024, at 6:30 P.M. | Marin Wildfire Prevention Authority

Attest: Claire Devereux  
Clerk/Jr. Policy Analyst

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Any writings or documents pertaining to an open session item provided to a majority of the Commission less than 72 hours prior to a regular meeting shall be made available for public inspection at Marin LAFCo Administrative Office, 1401 Los Gamos Drive, Suite 220, San Rafael, CA 94903, during normal business hours.

Pursuant to GC Section 84308, if you wish to participate in the above proceedings, you or your agent are prohibited from making a campaign contribution of \$250 or more to any Commissioner. This prohibition begins on the date you begin to actively support or oppose an application before LAFCo and continues until 3 months after a final decision is rendered by LAFCo. If you or your agent have made a contribution of \$250 or more to any Commissioner during the 12 months preceding the decision, in the proceeding that Commissioner must disqualify himself or herself from the decision. However, disqualification is not required if the Commissioner returns that campaign contribution within 30 days of learning both about the contribution and the fact that you are a participant in the proceedings. Separately, any person with a disability under the Americans with Disabilities Act (ADA) may receive a copy of the agenda or a copy of all the documents constituting the agenda packet for a meeting upon request. Any person with a disability covered under the ADA may also request a disability-related modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting. Please contact the LAFCo office at least three (3) working days prior to the meeting for any requested arrangements or accommodations.

#### **Marin LAFCo**

Administrative Office  
1401 Los Gamos Drive, Suite 220  
San Rafael California 94903

T: 415-448-5877  
E: [staff@marinlafco.org](mailto:staff@marinlafco.org)  
W: [marinlafco.org](http://marinlafco.org)

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# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

### AGENDA REPORT

June 13<sup>th</sup>, 2024

Item No. 1 (Consent Item)

**TO:** Local Agency Formation Commission

**FROM:** Claire Devereux, Clerk/Jr. Policy Analyst

**SUBJECT:** Approval of Minutes for April 11, 2024, Regular Meeting

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### Background

The Ralph M. Brown Act was enacted by the State Legislature in 1953 and establishes standards and processes therein for the public to attend and participate in meetings of local government bodies as well as those local legislative bodies created by State law; the latter category applying to LAFCos.

### Discussion

The action minutes for the April 11, 2024, regular meeting accurately reflect the Commission's actions as recorded by staff. A video recording of the meeting is also available online for viewing at

<https://www.marinlafco.org/2024-02-08-commission-commission-meeting>

### Staff Recommendation for Action

1. Staff recommendation – Approve the draft minutes prepared for the April 11, 2024, meeting with any desired corrections or clarifications.
2. Alternative option – Continue consideration of the item to the next regular meeting and provide direction to staff, as needed.

### Procedures for Consideration

This item has been placed on the agenda as part of the consent calendar. Accordingly, a successful motion to approve the consent calendar will include taking affirmative action on the staff recommendation as provided unless otherwise specified by the Commission.

### Attachment:

- 1) Draft Minutes for April 11, 2024

**Administrative Office**  
Jason Fried, Executive Officer  
1401 Los Gamos Drive, Suite 220  
San Rafael, California 94903  
T: 415-448-5877 E: staff@marinlafco.org  
www.marinlafco.org

**Dennis Rodoni, Vice-Chair**  
County of Marin

**Eric Lucan, Regular**  
County of Marin  
Stephanie Moulton-Peters, Alternate  
County of Marin

**Barbara Coler, Chair**  
Town of Fairfax

**Steve Burdo, Regular**  
Town of San Anselmo  
**Stephen Burke, Alternate**  
City of Mill Valley

**Lew Kiou, Regular**  
Almonte Sanitary District

**Craig Murray, Regular**  
Las Gallinas Valley Sanitary District  
**Cathryn Hilliard, Alternate**  
Southern Marin Fire Protection District

**Larry Chu, Regular**  
Public Member

**Roger Smith, Alternate**  
Public Member



# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

**DRAFT**

### NOTICE OF LEGISLATIVE COMMITTEE MEETING MINUTES

#### Marin Local Agency Formation Commission

**Thursday, April 11, 2024 6:30 PM**

#### CALL TO ORDER

Chair Coler called the meeting to order at 6:30 P.M.

#### ROLL CALL BY COMMISSION CLERK

Roll was taken and quorum was met. The following were in attendance:

Commissioners Present: Barbara Coler  
Dennis Rodoni  
Lew Kious  
Larry Chu  
Steve Burdo  
Craig Murray

Alternate Commissioners Present: Cathryn Hilliard

Marin LAFCo Staff Present: Jason Fried, Executive Officer  
Jeren Seibel, Deputy Executive Officer  
Claire Devereux, Clerk/Jr. Policy Analyst

Marin LAFCo Counsel Present: Malathy Subramanian

Commissioners Absent: Eric Lucan

Alternate Members Absent: Roger Smith  
Steve Burke  
Stephanie Moulton-Peters

#### AGENDA REVIEW

No requests for changes to the Agenda were made.

Chair Coler opened the meeting for public comment. Seeing no hands raised Chair Coler closed public comment.

Approved: M/S by Commissioner Rodoni and Murray to approve the Agenda.

Ayes: Commissioners Coler, Rodoni, Murray, Chu, Kious and Burdo

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**Eric Lucan, Regular**  
County of Marin  
Stephanie Moulton-Peters, Alternate  
County of Marin

**Barbara Coler, Chair**  
Town of Fairfax  
**Steve Burdo, Regular**  
Town of San Anselmo  
**Stephen Burke, Alternate**  
City of Mill Valley

**Lew Kious, Regular**  
Almonte Sanitary District  
**Craig Murray, Regular**  
Las Gallinas Valley Sanitary District  
**Cathryn Hilliard, Alternate**  
Southern Marin Fire Protection District

**Larry Chu, Regular**  
Public Member  
**Roger Smith, Alternate**  
Public Member

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Nays:  
Abstain:  
Absent: Commissioner Lucan  
Motion passed unanimously.

### **CLOSED SESSION**

Public Employee Performance Evaluation (Gov. Code 54957)  
Title: Executive Officer  
Conference with Labor Negotiators (Gov. Code 54957.6)  
Agency Designated Representative: Chair Kious and Vice Chair Coler  
Unrepresented employee: Jason Fried

Chair Coler moved the Commission to closed session. Upon returning to open session, Chair Coler stated there was nothing to report from closed session.

### **PUBLIC OPEN TIME**

Chair Coler opened public open time. Hearing no request to speak, the Chair closed the public open time.

### **CONSENT CALENDAR ITEMS (discussion and possible action)**

All items calendared as consent are considered ministerial or non-substantive and subject to a single motion approval. The Chair or designee will also consider requests from the Commission to pull an item for discussion.

1. Approval of Minutes for February 8, 2024, Regular Meeting
2. Commission Ratification of Payments from February 1, 2024, to March 31, 2024
3. Approval of Legislative Committee Recommendations Related to CALAFCO Tracked Legislation

Commissioner Murray stated he did have a small report on Item 3, otherwise the two letters of support being shown are fine.

Chair Coler stated a report was not needed but expressed gratitude for offering.

Approved: M/S by Commissioners Kious and Burdo to approve Consent Calendar with amendments to the minutes

Ayes: Commissioners Coler, Rodoni, Murray, Chu, Kious and Burdo

Nays:

Abstain:

Absent: Commissioner Lucan

Motion passed unanimously.

### **PUBLIC HEARING**

4. Adoption of Proposed Operating Draft Budget for Fiscal Year 2024-2025

Vice-Chair Rodoni reported on the Proposed Operating Draft Budget

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EO Fried then proceeded with his report. He stated that there is an increase to agency contributions and to keep in mind that in 2020 there was a ten percent reduction and that continued for three years. Starting last year we had an increase and to get back on budget there will be an increase again this year. Additionally, he stated that over five years there has only been a 7.5% increase. Fried moved on to state that at this time the commission will not be proceeding in hiring an additional part-time staff member, as it would be too high of an increase to member agencies.

EO Fried stated he will be presenting this budget at the Marin Managers Association in May.

Chair Coler opened the meeting for public comment. Seeing no hands raised Chair Coler closed public comment.

Commissioner Burdo expressed gratitude to EO Fried and other committee members and appreciated getting to learn from experienced commissioners.

Approved: M/S by Commissioners Burdo and Kious to approve the Draft Budget for Fiscal Year 2024-2025  
Ayes: Commissioners Coler, Rodoni, Murray, Chu, Kious and Burdo  
Nays:  
Abstain:  
Absent: Commissioner Lucan  
Motion passed unanimously.

#### **EXECUTIVE OFFICER REPORT**

a) Budget Update FY 2023-2024

EO Fried Reported that we are under budget for the year.

b) Current and Pending Proposals

There are no pending proposals. In June there will be a letter from three agencies proposing an out-of-services agreement stemming from the Southern Marin Sewer MSR

c) Marin LAFCo Work Plan

Work plan is in the packet with any updates and changes

d) CALAFCO Update (Verbal Report)

Staff members will be at a conference on the 24<sup>th</sup>-26. An out-of-office letter will be posted.

e) Correspondence

A letter from Davis Farr has been sent out to commissioners but is enclosed in the packet as well. If the commission has any questions or comments reach out to them directly.

#### **COMMISSIONER ANNOUNCEMENTS AND REQUESTS**

Chair Coler adjourned the meeting at 8:30 P.M.

#### **ADJOURNMENT TO NEXT MEETING**

June 13<sup>th</sup>, 2024 | Marin Wildfire Prevention Authority

*Claire Devereux*

Attest: Claire Devereux  
Clerk/Jr. Policy Analyst



# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

### AGENDA REPORT

June 13<sup>th</sup>, 2024

Item No. 2 (Consent Item)

**TO:** Local Agency Formation Commission

**FROM:** Jason Fried, Executive Officer

**SUBJECT:** Commission Ratification of Payments from April 1, 2024, to May 31, 2024.

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### Background

Marin LAFCo adopted a Policy Handbook delegating the Executive Officer to make purchases and related procurements necessary in overseeing the agency's day-to-day business. The Policy Handbook also directs all payments made by the Executive Officer to be reconciled by LAFCo's contracted bookkeeper. Additionally, all payments are to be reported to the Commission at the next available Commission meeting for formal ratification.

The following item is presented for the Commission to consider the ratification of all payments made by the Executive Officer between April 1, 2024, to May 31, 2024, totaling \$90,680.71. The payments are detailed in the attachment.

### Staff Recommendation for Action

1. Staff Recommendation - Ratify the payments made by the Executive Officer between April 1, 2024, to May 31, 2024, as shown in the attachment.
2. Alternate Option - Continue consideration of the item at the next regular meeting and provide directions to staff as needed.

### Procedures for Consideration

This item has been placed on the agenda as part of the consent calendar. Accordingly, a successful motion to approve the consent calendar will include taking affirmative action on the staff recommendation unless otherwise specified by the Commission.

#### Attachment:

- 1) Payments from April 1 to May 31

**Administrative Office**  
Jason Fried, Executive Officer  
1401 Los Gatos Drive, Suite 220  
San Rafael, California 94903  
T: 415-448-5877 E: staff@marinlafco.org  
www.marinlafco.org

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Southern Marin Fire Protection District

**Larry Chu, Regular**  
Public Member  
**Roger Smith, Alternate**  
Public Member

**Marin Local Agency Formation Commission**  
**Expenses by Vendor Detail**  
**April through May 2024**

05/30/24

Accrual Basis

Type	Date	Num	Memo	Account	Amount	Balance
<b>BANK OF MARIN CC</b>						
Credit Card Charge	04/19/2024		marin ij	35 · Misc Services	10.87	10.87
Credit Card Charge	04/19/2024		adobe	20 · IT & Communic...	71.97	82.84
Credit Card Charge	04/19/2024		getstreamline	20 · IT & Communic...	126.00	208.84
Credit Card Charge	04/19/2024		zoom	20 · IT & Communic...	15.99	224.83
Credit Card Charge	04/19/2024		verizon	20 · IT & Communic...	105.81	330.64
Credit Card Charge	04/19/2024		marin mac tech	20 · IT & Communic...	1,013.70	1,344.34
Credit Card Charge	04/19/2024		comcast	20 · IT & Communic...	130.02	1,474.36
Credit Card Charge	04/19/2024		best best & kr...	25 · Legal Services	893.20	2,367.56
Credit Card Charge	04/19/2024		dine in mulberry	50 · Office Supplies ...	57.05	2,424.61
Credit Card Charge	04/19/2024		water	50 · Office Supplies ...	48.74	2,473.35
Credit Card Charge	05/20/2024		marin mac tech	40 · Office Equipme...	99.00	2,572.35
Credit Card Charge	05/20/2024		doubletree ho...	10 · Conferences	1,247.22	3,819.57
Credit Card Charge	05/20/2024		marin ij	35 · Misc Services	10.87	3,830.44
Credit Card Charge	05/20/2024		adobe	20 · IT & Communic...	71.97	3,902.41
Credit Card Charge	05/20/2024		getstreamline	20 · IT & Communic...	126.00	4,028.41
Credit Card Charge	05/20/2024		zoom	20 · IT & Communic...	15.99	4,044.40
Credit Card Charge	05/20/2024		verizon	20 · IT & Communic...	105.77	4,150.17
Credit Card Charge	05/20/2024		marin mac tech	20 · IT & Communic...	1,013.70	5,163.87
Credit Card Charge	05/20/2024		comcast	20 · IT & Communic...	130.02	5,293.89
Credit Card Charge	05/20/2024		best best & kr...	25 · Legal Services	3,572.80	8,866.69
Credit Card Charge	05/20/2024		marin ij	35 · Misc Services	10.87	8,877.56
Total BANK OF MARIN CC					8,877.56	8,877.56
<b>BURDO, STEVE</b>						
Check	04/17/2024	21019	Feb 2024 Bud...	05 · Commissioner ...	250.00	250.00
Total BURDO, STEVE					250.00	250.00
<b>CHU, LAURENCE</b>						
Check	04/17/2024	21020	April 2024 Co...	05 · Commissioner ...	125.00	125.00
Total CHU, LAURENCE					125.00	125.00
<b>Cinquini &amp; Passarino Inc</b>						
Check	05/21/2024	21029	Invoice # 11183	55 · Professional Se...	200.00	200.00
Total Cinquini & Passarino Inc					200.00	200.00
<b>Coler, Barbara</b>						
Check	04/17/2024	21021	April 2024 Co...	05 · Commissioner ...	125.00	125.00
Total Coler, Barbara					125.00	125.00
<b>CONNECT YOUR CARE</b>						
Check	04/17/2024	eft	COBRA ADMIN	126 · Health Insuran...	1.11	1.11
Check	05/17/2024	eft	COBRA ADMIN	126 · Health Insuran...	1.11	2.22
Total CONNECT YOUR CARE					2.22	2.22
<b>Davis Farr LLP</b>						
Check	05/21/2024	10051	Invoice 1566	55 · Professional Se...	3,675.00	3,675.00
Total Davis Farr LLP					3,675.00	3,675.00
<b>Delta Dental of California</b>						
Check	04/11/2024	eft		122 · Dental Insuran...	72.63	72.63
Check	04/24/2024	eft		122 · Dental Insuran...	72.63	145.26
Check	05/07/2024	eft		122 · Dental Insuran...	72.63	217.89
Check	05/22/2024	eft		122 · Dental Insuran...	72.63	290.52
Total Delta Dental of California					290.52	290.52
<b>Hilliard, Cathryn</b>						
Check	04/17/2024	21015	March 2024 L...	05 · Commissioner ...	250.00	250.00
Total Hilliard, Cathryn					250.00	250.00



**Marin Local Agency Formation Commission  
Expenses by Vendor Detail  
April through May 2024**

05/30/24

Accrual Basis

Type	Date	Num	Memo	Account	Amount	Balance
<b>Jeren Seibel</b>						
Check	05/15/2024	21026	Travel expense	75 · Travel - Mileage	63.75	63.75
Total Jeren Seibel					63.75	63.75
<b>Kaiser Foundation Health Plan</b>						
Check	05/03/2024	eft	pratt twice? e...	126 · Health Insuran...	1,406.88	1,406.88
Check	05/22/2024	eft		126 · Health Insuran...	1,881.28	3,288.16
Total Kaiser Foundation Health Plan					3,288.16	3,288.16
<b>KIOUS, LEWIS</b>						
Check	04/17/2024	21017	Feb 2024 Bud...	05 · Commissioner ...	250.00	250.00
Total KIOUS, LEWIS					250.00	250.00
<b>MARIN INDEPENDENT JOURNAL</b>						
Check	04/10/2024	21012	Invoice # 000...	60 · Publications/No...	56.16	56.16
Total MARIN INDEPENDENT JOURNAL					56.16	56.16
<b>MURRAY, CRAIG K</b>						
Check	04/17/2024	21016	March 2024 L...	05 · Commissioner ...	250.00	250.00
Total MURRAY, CRAIG K					250.00	250.00
<b>PAYCHEX</b>						
Check	04/12/2024	eft		35 · Misc Services	72.20	72.20
Check	04/26/2024	eft		35 · Misc Services	72.20	144.40
Check	05/10/2024	eft		35 · Misc Services	76.45	220.85
Check	05/24/2024	eft		35 · Misc Services	76.45	297.30
Total PAYCHEX					297.30	297.30
<b>PAYROLL</b>						
Check	04/12/2024	eft	3/17-3/30/24	105 · Sal - Regular ...	13,644.38	13,644.38
Check	04/12/2024	eft	3/17-3/30/24	124 · Auto Allowance	350.00	13,994.38
Check	04/12/2024	eft	3/17-3/30/24	125 · Unused Fringe...	100.00	14,094.38
Check	04/12/2024	eft	3/17-3/30/24	131 · Co Ret Cont Ti...	1,610.04	15,704.42
Check	04/26/2024	eft	3/31-4/13/24	105 · Sal - Regular ...	13,644.38	29,348.80
Check	04/26/2024	eft	3/31-4/13/24	124 · Auto Allowance	0.00	29,348.80
Check	04/26/2024	eft	3/31-4/13/24	125 · Unused Fringe...	100.00	29,448.80
Check	04/26/2024	eft	3/31-4/13/24	131 · Co Ret Cont Ti...	1,610.04	31,058.84
Check	05/10/2024	eft	4/14-4/27/24	105 · Sal - Regular ...	13,644.38	44,703.22
Check	05/10/2024	eft	4/14-4/27/24	124 · Auto Allowance	350.00	45,053.22
Check	05/10/2024	eft	4/14-4/27/24	125 · Unused Fringe...	100.00	45,153.22
Check	05/10/2024	eft	4/14-4/27/24	131 · Co Ret Cont Ti...	1,610.04	46,763.26
Check	05/24/2024	eft	4/28-5/11/24	105 · Sal - Regular ...	13,644.38	60,407.64
Check	05/24/2024	eft	4/28-5/11/24	124 · Auto Allowance	0.00	60,407.64
Check	05/24/2024	eft	4/28-5/11/24	125 · Unused Fringe...	100.00	60,507.64
Check	05/24/2024	eft	4/28-5/11/24	131 · Co Ret Cont Ti...	1,610.04	62,117.68
Total PAYROLL					62,117.68	62,117.68
<b>PAYROLL TAXES</b>						
Check	04/12/2024	eft	3/17-3/30/24	111 · Medicare Tax	205.01	205.01
Check	04/26/2024	eft	3/31-4/13/24	111 · Medicare Tax	199.93	404.94
Check	05/10/2024	eft	4/14-4/27/24	111 · Medicare Tax	205.01	609.95
Check	05/24/2024	eft	4/28-5/11/24	111 · Medicare Tax	199.93	809.88
Total PAYROLL TAXES					809.88	809.88
<b>RODONI, DENNIS JAMES</b>						
Check	04/17/2024	21018	Feb 2024 Bud...	05 · Commissioner ...	250.00	250.00
Total RODONI, DENNIS JAMES					250.00	250.00
<b>SCHIFFMANN, ALYSSA</b>						
Check	04/02/2024	21010	Invoice # 249	55 · Professional Se...	1,388.00	1,388.00
Total SCHIFFMANN, ALYSSA					1,388.00	1,388.00

**Marin Local Agency Formation Commission**  
**Expenses by Vendor Detail**  
 April through May 2024

05/30/24

Accrual Basis

Type	Date	Num	Memo	Account	Amount	Balance
<b>SECURITY MORTGAGE GROUP 2</b>						
Check	04/02/2024	21011	April 2024 Rent	45 · Office Lease/Rent	2,956.00	2,956.00
Check	05/01/2024	21023	May 2024 Rent	45 · Office Lease/Rent	2,956.00	5,912.00
Total SECURITY MORTGAGE GROUP 2					5,912.00	5,912.00
<b>SMITH, ROGER</b>						
Check	04/17/2024	21014	March 2024 L...	05 · Commissioner ...	125.00	125.00
Total SMITH, ROGER					125.00	125.00
<b>Teamsters Local 856 Health &amp; Welfare</b>						
Check	04/10/2024	eft		126 · Health Insuran...	944.08	944.08
Check	05/02/2024	eft		126 · Health Insuran...	944.08	1,888.16
Total Teamsters Local 856 Health & Welfare					1,888.16	1,888.16
<b>The Hartford</b>						
Check	04/16/2024	eft		121 · Life Insurance	89.78	89.78
Check	05/03/2024	eft		121 · Life Insurance	89.78	179.56
Total The Hartford					179.56	179.56
<b>Vision Service Plan</b>						
Check	05/06/2024	eft		123 · Vision Service ...	4.88	4.88
Total Vision Service Plan					4.88	4.88
<b>VSP</b>						
Check	04/05/2024	eft		123 · Vision Service ...	4.88	4.88
Total VSP					4.88	4.88
<b>TOTAL</b>					<b>90,680.71</b>	<b>90,680.71</b>



# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

### AGENDA REPORT

June 13<sup>th</sup>, 2024

Item No. 3 (Public Hearing)

**TO:** Local Agency Formation Commission

**FROM:** Jason Fried, Executive Officer  
(On Behalf of Budget Committee Chair Rodoni and members Burdo and Kious)

**SUBJECT:** Adoption of Final Operating Budget for Fiscal Year 2024-2025

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### Background

State Government Code section 56381 states that all LAFCos need to approve a proposed budget by May 1st and a final budget by June 15th of each year. The attached budget being presented today is the final budget which will fulfill the June 15th deadline.

At the April LAFCo meeting, the Commission approved moving a proposed budget to member agencies for comment. Staff sent the proposed budget to all dues-paying member agencies of LAFCo and also presented the budget to the Marin Managers Association (MMA). As of the writing of this memo, staff has received no written or verbal comments on the budget itself only questions on how much an individual agency will pay. Should any comments come in prior to the meeting staff will present them to the Commission.

At the last Budget Committee meeting on February 26, 2024, the Committee instructed staff and the Chair of the Committee to meet and review any changes needed. If the changes were small in nature then the Committee would yield to the Chair to decide whether the changes should be made and present that to the Commission with no further need for the Committee to meet. The Chair and staff went over the changes, all of which the Chair felt met the Committee's requirement to not call another committee meeting and he gave his approval to move the final draft budget to the Commission.

The items highlighted in yellow in the attached chart are the changes made from what was in the draft budget and what is being presented today. Those changes were made because staff reviews are completed so we were able to lower salary and MCERA costs to reflect what staff salaries will be for next year. These are the only needed changes on the expenditure side. On the income side because of slightly higher than expected interest on our money held in our County account and a better understanding of budget needs for the rest of this fiscal year, we are able to increase our carry forward amount by \$11,500. Between all these changes we have been able to reduce our agency contribution request by \$17,550 from the draft budget to the final draft budget. This means we are asking for a 7.11% increase instead of 9.80% in the draft budget. While this seems high when you keep in mind that during COVID we reduced our request to agencies by 10% to help them since FY 2019-2020 pre-COVID budget this increase is only 4.72% above that year's request which considering all the inflation that also occurred over those years is well below the change in CPI-U over that period.

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Almonte Sanitary District

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Las Gallinas Valley Sanitary District  
**Cathryn Hilliard, Alternate**  
Southern Marin Fire Protection District

**Larry Chu, Regular**  
Public Member

**Roger Smith, Alternate**  
Public Member

---

**Staff Recommendation for Action**

Committee Recommendation – Approve the attached final draft budget with any needed adjustments.

Alternate Option - Do not make a decision today and give instructions to staff on how to proceed.

Attachment:

1. Budget Chart for FY 24-25

Line Items	Final FY 24-25	Draft FY 24-25	Final FY 23-24	% Change FY 23-24 to FY Draft 24-25
<b>Expense</b>				
5110110 · Salary	\$387,000.00	\$393,000.00	\$373,000.00	3.62%
5130120 · Benefits	\$38,000.00	\$38,000.00	\$36,500.00	3.95%
5130500 · Pension	\$53,500.00	\$54,000.00	\$44,000.00	17.76%
5130525 · Retiree Health	\$6,000.00	\$6,000.00	\$6,000.00	0.00%
05 · Commissioner Per Diems	\$10,000.00	\$10,000.00	\$10,000.00	0.00%
10 · Conferences	\$11,000.00	\$11,000.00	\$10,000.00	9.09%
15 · General Insurance	\$6,500.00	\$6,500.00	\$6,500.00	0.00%
20 · IT & Communications Services	\$23,000.00	\$23,000.00	\$23,000.00	0.00%
25 · Legal Services	\$37,500.00	\$37,500.00	\$37,500.00	0.00%
30 · Memberships & Dues	\$8,500.00	\$8,500.00	\$8,000.00	5.88%
35 · Misc Services	\$3,000.00	\$3,000.00	\$3,000.00	0.00%
40 · Office Equipment Purchases	\$4,139.00	\$4,139.00	\$4,139.00	0.00%
45 · Office Lease/Rent	\$36,888.00	\$36,888.00	\$35,472.00	3.84%
50 · Office Supplies and Postage	\$4,000.00	\$4,000.00	\$4,000.00	0.00%
55 · Professional Services	\$32,000.00	\$32,000.00	\$27,000.00	15.63%
60 · Publications/Notices	\$2,000.00	\$2,000.00	\$2,000.00	0.00%
70 · Training	\$1,700.00	\$1,700.00	\$1,700.00	0.00%
75 · Travel	\$3,500.00	\$3,500.00	\$1,500.00	57.14%
<b>Total Expense</b>	<b>\$668,227.00</b>	<b>\$674,727.00</b>	<b>\$633,311.00</b>	<b>5.23%</b>
<b>Income</b>				
Carry Forward Balance	\$80,500.00	\$69,450.00	\$87,360.91	-8.52%
4710510 · Agency Contributions	\$587,727.00	\$605,277.00	\$545,950.09	7.11%
<b>Total Income</b>	<b>\$668,227.00</b>	<b>\$674,727.00</b>	<b>\$633,311.00</b>	
	<b>Amount</b>	<b>Notes</b>		
<b>General Reserve Fund</b>	<b>\$167,056.75</b>	<b>25% of total expenses - fully funded</b>		
<b>Consultant Reserve Fund</b>	<b>\$50,000</b>	<b>Per Marin LAFCo policy 3.10(B)(ix) - fully funded</b>		
<b>Technology Replacement Fund</b>	<b>\$9,798</b>	<b>Prior FY unspent funds from line item 40, not to exceed \$20,000 (through FYE 23)</b>		
<b>Agency Contribution change from FY 19-20 to FY 24-25</b>	<b>4.72%</b>			



# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

**AGENDA REPORT**  
June 13<sup>th</sup>, 2024  
Item No. 4 (Public Hearing)

**TO:** Local Agency Formation Commission

**FROM:** Jeren Seibel, Deputy Executive Officer

**SUBJECT:** **Presentation of the Multi-Regional Services Municipal Service Review Public Draft (Information Only)**

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### Background

On May 14, 2024, staff released the draft (attached) of the Multi-Regional Services Municipal Service Review (MSR) for public comment. Upon release, staff sent the draft to staff for all of the participating LAFCo jurisdictions with the request that it be passed along to the respective boards and councils. In addition, it was sent to all other LAFCo member agencies and members of the public.

LAFCo is accepting public comment on this draft through the end of the day on Friday, June 28<sup>th</sup>. As of the writing of this staff memo, LAFCo has received no official comments.

During the June meeting the Commission will hear from staff about what is in the draft report's recommendations of what, if anything, each agency should make an effort to address moving forward. Commissioners will be able to ask questions to staff. In addition, the public will be given time to make comments on the draft MSR.

No formal action is needed for this item at this time but discussion and general direction should be given on the aforementioned SOI issue and this item should be continued to the next meeting for final approval.

Attachment:

1. Public Draft of Multi-Regional Services MSR

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Southern Marin Fire Protection District

**Larry Chu, Regular**  
Public Member

**Roger Smith, Alternate**  
Public Member



# Marin Local Agency Formation Commission

Municipal Service Review

## **Multi-Regional Services Study**

PUBLIC DRAFT

May 2024

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## PREFACE

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This Municipal Services Review (MSR) documents and analyzes services provided by local governmental agencies that are providing services across multiple regions of Marin County. Specifically, it evaluates the adequacy and efficiency of local government structure and boundaries within the regions and provides a basis for boundary planning decisions by the Marin Local Agency Formation Commission (LAFCo).

### Context

Marin LAFCo is required to prepare this MSR in accordance with the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Government Code §56000, et seq.), which took effect on January 1, 2001. The MSR reviews services provided by public agencies—cities and special districts—whose boundaries and governance are subject to LAFCo. The analysis and recommendations included herein serve to promote and coordinate the efficient delivery of local government services and encourage the preservation of open space and agricultural lands.

### Commissioners, Staff, Municipal Services Review Preparers

#### Commissioners

Barbara Coler – Chair	City	Town of Fairfax
Dennis Rodoni – Vice Chair	County	District 4 Supervisor
Eric Lucan	County	District 5 Supervisor
Larry Chu	Public	Commission
Lew Kious	Special District	Almonte Sanitary District
Craig Murray	Special District	Las Gallinas Valley Sanitary District
Steve Burdo	City	Town of San Anselmo
Roger Smith	Public Alternate	Commission
Cathryn Hilliard	Special District Alternate	Southern Marin Fire Protection District
Stephen Burke	City Alternate	City of Mill Valley
Stephanie Moulton-Peters	County Alternate	District 3 Supervisor

#### Staff

Jason Fried	Executive Director
Jeren Batchelder-Seibel	Deputy Executive Officer
Claire Devereux	Clerk/Junior Analyst

#### MSR Preparers

Jeren Batchelder-Seibel	Deputy Executive Officer
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## 1.0 INTRODUCTION

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### 1.1 ROLE AND RESPONSIBILITY OF LAFCO

Local Agency Formation Commissions (LAFCOs) were established in 1963 and are political subdivisions of the State of California responsible for providing regional growth management oversight in all 58 counties. LAFCOs' authority is currently codified under the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 ("CKH"), which specifies regulatory and planning powers delegated by the Legislature to coordinate and oversee the establishment, expansion, and organization of cities and special districts as well as their municipal service areas.

Guiding LAFCOs' regulatory and planning powers is to fulfill specific purposes and objectives that collectively construct the Legislature's regional growth management priorities under Government Code (G.C.) Section 56301. This statute reads:

*"Among the purposes of the commission are discouraging urban sprawl, preserving open space and prime agricultural lands, efficiently providing governmental services, and encouraging the orderly formation and development of local agencies based upon local conditions and circumstances. One of the objects of the commission is to make studies and to obtain and furnish information which will contribute to the logical and reasonable development of local agencies in each county and to shape the development of local agencies so as to advantageously provide for the present and future needs of each county and its communities."*

LAFCo decisions are legislative in nature and not subject to an outside appeal process. LAFCOs also have broad powers with respect to conditioning regulatory and planning approvals so long as not establishing terms that directly control land uses, densities, or subdivision requirements.

#### Regulatory Responsibilities

LAFCOs' principal regulatory responsibility involves approving or disapproving all jurisdictional changes involving the establishment, expansion, and reorganization of cities and most special districts.<sup>1</sup> More recently LAFCOs have been tasked with also overseeing the approval process for cities and districts to provide new or extended services beyond their jurisdictional boundaries by existing service. LAFCOs generally exercise their regulatory authority in response to applications submitted by the affected agencies, landowners, or registered voters.

Recent CKH amendments, however, now authorize and encourage LAFCOs to initiate on their own jurisdictional changes to form, consolidate, and dissolve special districts consistent with current and future community needs. LAFCo regulatory powers are described in Table 1.1 below.

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<sup>1</sup> CKH defines "special district" to mean any agency of the State formed pursuant to general law or special act for the local performance of governmental or proprietary functions within limited boundaries. All special districts in California are subject to LAFCo with the following exceptions: school districts; community college districts; assessment districts; improvement districts; community facilities districts; and air pollution control districts.

**Table 1-1: LAFCo's Regulatory Powers**

<b>Regulatory Powers Granted by Government Code (G.C.) Section 56301</b>	
• City Incorporations / Disincorporations	• City and District Annexations
• District Formations / Dissolutions	• City and District Detachments
• City and District Consolidations	• Merge/Establish Subsidiary Districts
• City and District Outside Service Extensions	• District Service Activations / Divestitures

## **Planning Responsibilities**

LAFCos inform their regulatory actions through two central planning responsibilities: (a) making sphere of influence (“sphere”) determinations and (b) preparing municipal service reviews. Sphere determinations have been a core planning function of LAFCos since 1971 and effectively serve as the Legislature’s version of “urban growth boundaries” with regard to cumulatively delineating the appropriate interface between urban and non-urban uses within each county. Municipal service reviews, in contrast, are a relatively new planning responsibility enacted as part of CKH and are intended to inform – among other activities – sphere determinations. The Legislature mandates, notably, all sphere changes as of 2001 be accompanied by preceding municipal service reviews to help ensure LAFCos are effectively aligning governmental services with current and anticipated community needs.

## **1.2 MUNICIPAL SERVICE REVIEWS**

Municipal service reviews were a centerpiece to CKH’s enactment in 2001 and are comprehensive studies of the availability, range, and performance of governmental services provided within a defined geographic area. LAFCos generally prepare municipal service reviews to explicitly inform subsequent sphere determinations. LAFCos also prepare municipal service reviews irrespective of making any specific sphere determinations in order to obtain and furnish information to contribute to the overall orderly development of local communities. Municipal service reviews vary in scope and can focus on a particular agency or governmental service. LAFCos may use the information generated from municipal service reviews to initiate other actions under their authority, such as forming, consolidating, or dissolving one or more local agencies.

All municipal service reviews – regardless of their intended purpose – culminate with LAFCos preparing written statements addressing seven specific service factors listed under G.C. Section 56430. This includes, most notably, infrastructure needs or deficiencies, growth and population trends, and financial standing. The seven mandated service factors are summarized in the following table.

**Table 1-2: Mandatory Determinations**

<b>Mandatory Determinations / Municipal Service Reviews (Government Code Section 56430)</b>
1. Growth and population projections for the affected area.
2. Location and characteristics of any disadvantaged unincorporated communities within or contiguous to affected spheres of influence.
3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies.
4. Financial ability of agencies to provide services.
5. Status and opportunities for shared facilities.
6. Accountability for community service needs, including structure and operational efficiencies.
7. Matters relating to effective or efficient service delivery as required by LAFCo policy.

### **1.3 MARIN LAFCO COMPOSITION**

Marin LAFCo is governed by a 7-member board comprised of two county supervisors, two city councilmembers, two independent special district members, and one representative of the general public. Each group also gets to appoint one “alternate” member. Each member must exercise their independent judgment, separate from their appointing group, on behalf of the interests of all residents, landowners, and the public. Marin LAFCo is independent of local government and employs its own staff. Marin LAFCo’s current commission membership is provided below in Table 1-3.

**Table 1-3: Marin LAFCo Commission Membership**

<b>Name</b>	<b>Position</b>	<b>Agency Affiliation</b>
Lew Kious	Special District	<i>Almonte Sanitary District</i>
Barbara Coler, Chair	City	<i>Town of Fairfax</i>
Eric Lucan	County	<i>District 5 Supervisor</i>
Dennis Rodoni, Vice Chair	County	<i>District 4 Supervisor</i>
Steve Burdo	City	<i>Town of San Anselmo</i>
Craig Murray	Special District	<i>Las Gallinas Valley Sanitary District</i>
Larry Chu	Public	<i>Commission</i>
Roger Smith	Public Alternate	<i>Commission</i>
Cathryn Hilliard	Special District Alternate	<i>Southern Marin Fire Protection District</i>
Stephen Burke	City Alternate	<i>City of Mill Valley</i>
Stephanie Moulton-Peters	County Alternate	<i>District 3 Supervisor</i>

Marin LAFCo offices are located at 1401 Los Gamos Drive, Suite 220 in San Rafael. Information on Marin LAFCo’s functions and activities, including reorganization applications, are available by calling (415) 448-5877 by e-mail to [staff@marinlafco.org](mailto:staff@marinlafco.org) or by visiting [www.marinlafco.org](http://www.marinlafco.org).

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## 2.0 EXECUTIVE SUMMARY

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This study represents Marin LAFCo’s scheduled regional municipal service review of local agencies that provide public services across multiple regions of Marin County. The underlying aim of the study is to produce an independent assessment of the municipal services provided by the agencies over the next five to ten years relative to the Commission’s regional growth management duties and responsibilities. The information generated as part of the study will be directly used by the Commission in (a) guiding subsequent sphere of influence updates, (b) informing future boundary changes, and – if merited – (c) initiating government reorganizations, such as special district formations, consolidations, and/or dissolutions.

### 2.1 AFFECTED PUBLIC AGENCIES

This report focuses on five agencies operating across all regions of Marin County as listed below and shown in Figure 2.1.

**Table 2-1: Multi-Regional MSR Agencies**

Multi-Regional MSR Agency Names
Marin Municipal Water District
North Marin Water District
Marin County Open Space District
Marin County Service Area #31
Marin Healthcare District

Together, these agencies provide a range of municipal services to the communities in which they serve, including:

#### **Water**

Water services include the access to, treatment of, and distribution of water for municipal purposes. An in-depth review of countywide water services was prepared by Marin LAFCo in 2016.

#### **Healthcare**

All of the services outlined in California Health and Safety Code §32121, including (but not limited to) operating hospitals and community-based clinics .

#### **Structural Fire Protection**

Fire protection services consist of firefighting and fire prevention.

#### **Open Space Acquisition and Management**

Open Space land is commonly set aside for recreation and stormwater management purposes, as well as for natural resource protection, preservation of cultural and historic resources, preservation of scenic vistas, and many other reasons.



## 2.2 PLANS, POLICIES, STUDIES

Key references and information sources for this study were gathered for each agency considered. The references utilized in this study include published reports; review of agency files and databases (agendas, minutes, budgets, contracts, audits, etc.); Master Plans; Capital Improvement Plans; engineering reports; EIRs; finance studies; general plans; and state and regional agency information (permits, reviews, communications, regulatory requirements, etc.). Additionally, the LAFCo Executive Officer and Deputy Executive Officer contacted each agency with requests for information.

The study area for this MSR includes eleven cities/towns, multiple census-designated unincorporated communities, as well as a number of unincorporated areas adjacent to the cities. In the areas entirely outside of the cities, Marin County has the primary authority over local land use and development policies (and growth). The eleven respective municipalities have authority over land use and development policies within their distinct jurisdictions. City, County, and Community plans were vital for the collection of baseline and background data for each agency. The following is a list of documents used in the preparation of this MSR:

- County General Plans
- Specific Plans
- Community Plans
- Previous municipal service reviews
- Agency databases and online archives (agendas, meeting minutes, website information)

### 2.3 AGENCY AND PUBLIC PARTICIPATION

Within the approved scope of work, this study has been prepared with an emphasis on soliciting outside public review and comment as well as multiple opportunities for input from the affected agencies. This included an agency startup meeting with Marin LAFCo, information requests sent to individual agencies, draft agency profiles also sent to agencies, and review of the draft report prior to Commission action.

This MSR is posted on the Commission’s website ([www.marinlafco.org](http://www.marinlafco.org)). It may also be reviewed at the LAFCo office located at 1401 Los Gamos Drive, Suite 220 in San Rafael during open hours.

**Table 2-2: Multi-Regional Services MSR Agencies’ Meeting Information**

Multi-Regional Services Municipal Service Review – Agency Transparency					
Agency	Governing Body	Meeting Date/Time	Meeting Location	Televised/ Streaming	Website
Marin Municipal Water District	Board of Directors	1 <sup>st</sup> and 3 <sup>rd</sup> Tuesday at 6:30 p.m.	MMWD Administration Building 220 Nellen Avenue Corte Madera, CA	No	<a href="http://marinwater.org/board-meeting-information">marinwater.org/board-meeting-information</a>
North Marin Water District	Board of Directors	1 <sup>st</sup> and 3 <sup>rd</sup> Tuesday at 4:00 p.m.	NMWD Meeting Room 100 Wood Hollow Dr. Novato, CA	No	<a href="http://nmwd.com/meetings">nmwd.com/meetings</a>
Marin Healthcare District	Board of Directors	2 <sup>nd</sup> Tuesday 4:00 p.m.	MarinHealth Medical Center 250 Bon Air Road Greenbrae, CA	No	<a href="http://marinhealthcare.org/public-meetings">marinhealthcare.org/public-meetings</a>
Marin County Open Space District	Board of Directors	Scheduled Tuesdays 9:00 a.m.	Marin County Civic Center 3501 Civic Center Drive San Rafael, CA	Yes	<a href="http://marincounty.gov/departments/board">marincounty.gov/departments/board</a>
Marin County Service Area #31	Board of Directors	Scheduled Tuesdays 9:00 a.m.	Marin County Civic Center 3501 Civic Center Drive San Rafael, CA	Yes	<a href="http://marincounty.gov/departments/board">marincounty.gov/departments/board</a>

## 2.4 WRITTEN DETERMINATIONS

The Commission is directed to prepare written determinations to address the multiple governance factors enumerated under G.C. Section 56430 anytime it prepares a municipal service review. These determinations are similar to findings and serve as independent statements based on information collected, analyzed, and presented in this study's subsequent sections. The underlying intent of the determinations is to identify all pertinent issues relating to the planning, delivery, and funding of municipal services as it relates to the Commission's role and responsibilities. An explanation of these seven determination categories is provided below.

### 1. Growth and Population

This determination evaluates existing and projected population estimates for each of the unincorporated communities within the study area.

### 2. Location and Characteristics of any Disadvantaged Unincorporated Communities Within or Contiguous to the Sphere of Influence.

This determination was added by Senate Bill (SB) 244, which became effective in January 2012. A disadvantaged community is defined as an inhabited community of 12 or more registered voters having a median household income of 80 percent or less than the statewide median household income.

### 3. Capacity and Infrastructure

Also discussed is the adequacy and quality of the services provided by each agency, including whether sufficient infrastructure and capital are in place (or planned for) to accommodate planned future growth and expansions.

### 4. Financing

This determination provides an analysis of the financial structure and health of each service provider, including the consideration of rates and service operations, as well as other factors affecting the financial health and stability of each provider. Other factors considered include those that affect the financing of needed infrastructure improvements and compliance with existing requirements relative to financial reporting and management.

### 5. Shared Facilities

Opportunities for districts to share facilities are described throughout this MSR. Practices and opportunities that may help to reduce or eliminate unnecessary costs are examined, along with cost avoidance measures that are already being utilized. Occurrences of facilities sharing are listed and assessed for more efficient delivery of services.

### 6. Government Structure and Local Accountability

This subsection addresses the adequacy and appropriateness of existing boundaries and spheres of influence and evaluates the ability of each service provider to meet its demands under its existing government structure. Also included is an evaluation of compliance by each provider with public meeting and records laws (Brown Act).

**7. Other Matters Related to Effective or Efficient Service Delivery, as Required by Commission Policy**

Marin LAFCo has specified the sustainability of local agencies as a priority matter for consideration in this MSR. Sustainability is not simply about the environment but can consider the sustainability of an organization and its ability to continue to provide services efficiently for many years to come. Sustainable local governments that take practical steps to protect the environment and our natural resources through land conservations, water recycling and reuse, preservation of open space, and opting to use renewable energy are the key players in determining the sustainability of the region.

In addition, other matters for consideration could relate to the potential future SOI determination and/or additional effort to review potential advantages or disadvantages of consolidation or reorganization.

A summary of determinations regarding each of the above categories is provided in Chapter 3 of this document and will be considered by Marin LAFCo in assessing potential future changes to an SOI or other reorganization.

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## 3.0 DETERMINATIONS

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### **Growth and population projections for the affected area.**

a) Despite an annual population decline since 2017 of -0.48%, the Association of Bay Area Governments (ABAG) projects the population of Marin County to grow by 12% by 2040 to a total population of 283,000. While the current development potential within the multiple planning areas throughout the County is fairly minimal, ABAG's Regional Housing Needs Allocation plan has required the addition of 3,569 housing units in unincorporated Marin County, and 9,971 units within all of the incorporated cities and towns throughout the County. Using the baseline of the average persons per household captured by the 2020 Census for Marin County of 2.4, if the full RHNA allocation were to be met, it could reasonably be assumed to add approximately 32,000 people to the current population estimate of 252,959.

### **The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.**

a) Two census tract block groups (Tract 1290, Block Group 1; Tract 1121, Block Group 1) that have been designated by Marin LAFCo as a disadvantaged unincorporated community (DUC) based on 2020 U.S. Census Bureau Redistricting Data has been identified within the study area. The block groups are situated within the census-designated place of Marin City, as well as the northern section of the California Park unincorporated island in the San Rafael Area. A disadvantaged community is defined in Water Code Section 7905.5(a) as a community with an annual median household income of less than 80 percent of the statewide median household income. The statutory definition of DUCs comes from Government Code Section 56033.5, which defines DUCs as "inhabited territory" that constitutes all or a portion of a disadvantaged community. "Inhabited territory" may be defined by Government Code Section 56046 as having at least 12 registered voters, or it can be determined by "commission policy".

Per Marin LAFCo's policy, Marin LAFCo will include considerations of disadvantaged unincorporated communities within a city or district sphere of influence in statements of written determinations of municipal service reviews. Marin LAFCo will prohibit the approval of city annexations greater than 10 acres that are contiguous to a disadvantaged unincorporated community unless the city applies to annex the disadvantaged unincorporated community as well. At this time Marin LAFCo has no applications for annexation for any lands contiguous to the identified DUC. Should LAFCo in the future get such a request then it will work with the community to determine if it is in the best interest of those living within the DUC to be annexed. If it is not in the community's best interest, then they would not be included in that application.

**Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged unincorporated communities within or contiguous to the sphere of influence.**

a) The three agencies within this study that have public facilities (Marin Municipal Water District, North Marin Water District, and the Marin Healthcare District) have each shown that the present capacity of their facilities are sufficient to provide services at their current levels. Both MMWD and NMWD have adopted ambitious capital improvement plans and recently made the necessary adjustments to each of their rate schedules in order to fund the designated infrastructure improvements to both continue to provide services at their current levels as well as taking into account planning for future growth and the increased potential for lean water years. With the recent completion of both a new parking structure as well as the 260,000-square-foot hospital replacement building, the Marin Healthcare District continues to display both the intention and the necessary planning to ensure the MarinHealth Medical Center meets the standards required within SB 1953.

**Financial ability of agencies to provide services.**

a) The Marin Municipal Water District, North Marin Water District, Marin Healthcare District, Marin County Open Space District, and County Service Area #31 all prepare annual budgets and financial statements in accordance with established governmental accounting standards. The Boards of Directors, and the County Board of Supervisors, acting as the Board for CSA 31 and the Marin County Open Space District, may amend their budgets by resolution during the fiscal year in order to respond to emerging needs, changes in resources, or shifting priorities. Expenditures may not exceed appropriations at the fund level, which is the legal level of control.

b) The special district General Managers and County Administrative Officer are authorized to transfer budgeted amounts between accounts, departments, or funds under certain circumstances, however; the Special District Boards and County Board of Supervisors, acting as the Board for the Marin County Open Space District as well as CSA 31, must approve any increase in the operating expenditures, appropriations for capital projects, and transfers between major funds and reportable fund groups. Audited financial statements are also prepared for each agency by independent certified public accounting firms.

c) While additional revenues are needed to provide some services and maintain infrastructure covered in this MSR, each agency meets its financial responsibilities to provide services. In order to complete the second phase of its planned seismic infrastructure upgrades, the Marin Healthcare District will, in all likelihood, necessitate the pursuit of additional revenue bonds. CSA #31 has operated at the same tax rate since its formation 30

years ago. No attempt has been made to increase the tax since the failed ballot measure in 2010. While costs to provide service as well as simple inflation have significantly risen since that time, the CSA's tax base has remained the same. While current circumstances such as voter tax fatigue as well as the recent approval of Measure C, which levies a parcel tax specifically for fire protection and prevention services, certainly detract from the chances of the CSA successfully seeking an increase in the current tax in the near term, the possibility should continue to be monitored in order to make the necessary adjustments to the funding mechanism to ensure sufficient revenue supplementation for Marin County Fire in the future.

**Status of, and opportunities for, shared facilities.**

a) While no opportunities were identified for the sharing specifically of constructed facilities between any of the agencies reviewed within the study, the possibility for the shared expansion of a current service has arisen between the Marin Municipal Water District and the Marin County Open Space District. Given the contiguous nature of a number of the Marin County Open Space District's preserves in relation to the public lands of the Marin Municipal Water District, the two Districts should explore a shared services agreement with the intention of expanding the Open Space District's current annual offering of free, naturalist-guided walks through public open-spaces to include protected lands and trails within MMWD's jurisdiction.

**Accountability for community service needs, including governmental structure and operational efficiencies.**

a) The current jurisdictional boundary for Marin County Service Area #31 includes all of the area of Angel Island State Park that resides within the legal boundary of Marin County. This area of Angel Island also resides within the jurisdictional boundary of the Town of Tiburon. CSA 31 was originally formed as a benefit assessment district in order to provide supplemental tax funding to the Marin County Fire Department for the provision of structure fire protection services. As there are no legally taxable parcels within Angel Island State Park, the inclusion of Angel Island within the jurisdictional boundary of CSA 31 creates no additional benefit for the Marin County Fire Department, as was the intention of the formation of the district.

The Marin County Fire Department contracts with the California Department of Forestry and Fire Protection (CAL FIRE) to provide wildland fire protection and associated fire prevention activities for lands designated as state responsibility areas (SRA). While the area is technically state parkland, CAL FIRE does not include this area as carrying the designation of SRA, but rather as a local responsibility area (LRA)<sup>2</sup>. LRA is also the designation for all of the other incorporated spaces within Marin County. The Town of Tiburon receives fire protection services from the Tiburon Fire Protection District (TFPD), however, the Tiburon Fire Protection District's current jurisdictional boundary does not include the area of Angel

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<sup>2</sup> [State Responsibility Area Fire Hazard Severity Zones Marin County](#)

Island State Park. Despite this, due to the geographic proximity of Tiburon Fire Protection District Station 11 to Angel Island as well as the District's watercraft giving it access from the Tiburon peninsula to Angel Island, TFPD frequently is the initial responder to calls for service (in particular, emergency medical calls) to Angel Island.

At this time, the state of the delivery of fire protection, as well as other emergency services, to Angel Island State Park necessitates the convening of representatives from Marin LAFCo, Marin County Fire Department, Tiburon Fire Protection District, the Town of Tiburon, and CAL FIRE/California State Parks in order to explore a more organized and defined structure to the future of this service delivery within this area.

b) In the late 1970s through the 1980s, the North Marin Water District initiated LAFCo-approved outside service area agreements for approximately 33 parcels outside of the District's boundary in southern Sonoma County. The parcels reside within the Sonoma County planning area known as the Petaluma Dairy Belt Area. Rather than continuing in perpetuity with the outside service agreements, representatives from Marin LAFCo, Sonoma LAFCo, North Marin Water District, and the City of Petaluma should convene in order to explore the transfer of these parcels for future service.

c) North Marin Water District's existing jurisdictional boundary entirely overlaps the jurisdictional boundary of the Inverness Public Utilities District. This overlap merits correction as the Commission discourages two agencies providing the same service to have overlapping boundaries. Additionally, NMWD does not provide service within IPUD's boundary, nor does it plan to in the future. Representatives from NMWD, Marin LAFCo, and IPUD should convene to explore an efficient, organized, and well-communicated manner in which to detach the parcels within the jurisdictional boundary of IPUD from NMWD.

**Any other matter related to effective or efficient service delivery, as required by commission policy**

a) Marin Municipal Water District and North Marin Water District have effectively partnered with other local agencies in jointly funding and establishing regional recycled water programs as part of the North Bay Water Reuse Authority. This cooperative arrangement provides a mechanism for MMWD and NMWD to pool resources in securing competitive governmental subventions to implement and expand recycled water services in their service areas to help offset potable demands. Marin Municipal Water District should explore the feasibility of further collaboration with wastewater agencies in central and southern Marin County to continue to expand its provision of recycled water throughout other geographic portions of its service area.



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## 4.0 RECOMMENDATIONS

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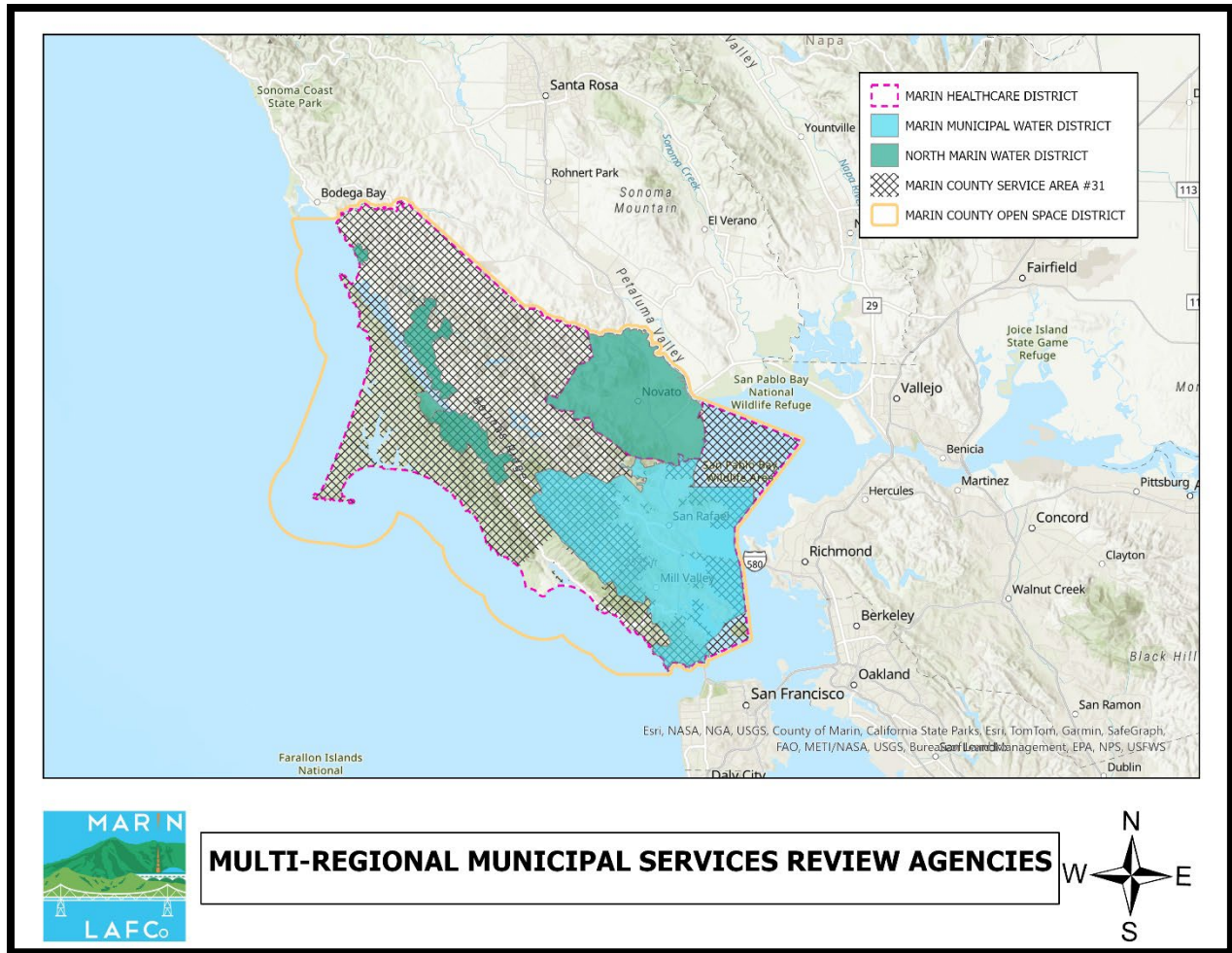
The following recommendations call for specific action either from the Commission and/or by the affected agencies based on information generated as part of this study.

Recommendations for Commission action are dependent on a subsequent directive from the membership and through the adopted work plan.

1. Representatives from Marin LAFCo, Sonoma LAFCo, North Marin Water District, and the City of Petaluma should convene in order to explore the transfer of outside water service parcels that were approved in the late 1970s through the 1980s that are within the jurisdictional boundary of Sonoma County.
2. The staff for Marin LAFCo should work with the contracted GIS consultant from Cinquini and Passarino in order to remove the parcel (APN 166-030-34) in the general vicinity of the unincorporated community of Olema from Marin LAFCo's GIS mapping system as, after collaboration with staff from NMWD, it has been determined that the parcel was excluded from the annexation of this area in 1967.
3. Representatives from Marin LAFCo, North Marin Water District, and the Inverness Public Utility District should convene to explore an efficient, organized, and well-communicated manner in which to detach the parcels within the jurisdictional boundary of the Inverness Public Utility District from the North Marin Water District.
4. Representatives from Marin LAFCo, Marin County Fire Department (on behalf of County Service Area #31), the Town of Tiburon, the Tiburon Fire Protection District, California State Parks, and the California Department of Forestry and Fire Protection (CAL FIRE) should convene to explore the current status and future possibilities of the organization and efficiencies of fire protection services for Angel Island State Park, as well as the consideration of the detachment of the area from Marin County Service Area #31 and/or the Town of Tiburon.
5. The Marin Municipal Water District should explore the feasibility of further collaboration with wastewater agencies in central and southern Marin County to continue to expand its provision of recycled water throughout other geographic portions of its service area.
6. Given the contiguous nature of a number of the Marin County Open Space District's preserves in relation to the public lands of the Marin Municipal Water District, the Marin County Open Space District and the Marin Municipal Water District should explore a shared services agreement with the intention of expanding the Open Space District's current annual offering of free, naturalist-guided walks through public open-spaces.

7. Throughout the course of this study, there have been several instances of some level of ambiguity surrounding the correct jurisdictional area of the North Marin Water District and the multiple large annexation areas in past decades. In order to ensure current and future accuracy, staff from NMWD should compare current district records with what is currently displayed within the public-facing Marin LAFCo GIS web application and work collaboratively with Marin LAFCo staff to rectify any further instances of boundary discrepancies.

## 5.0 REGIONAL SETTING



The Multi-Regional Municipal Service Review (MSR) study area consists of public agencies that cover significant geographic areas of, and in one instance, the entirety of Marin County. Five public agencies, including one County Service Area (CSA), are reviewed within this document. Many distinct communities lie within and adjacent to the Study Area. These communities are served by a number of municipal service providers that have been established over time to meet local conditions and needs. While jurisdictional boundaries define the geographical extent of an agency’s authority and responsibility to provide services, there are several instances of overlapping boundaries and service responsibilities in the Study Area. These service arrangements and relationships for providing fire protection, municipal water, open space management, and other municipal services within the Study Area are described in this report.

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## 6.0 NORTH MARIN WATER DISTRICT

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### 6.1 OVERVIEW

The North Marin Water District (NMWD) was established in 1948 as an independent special district under Sections 30000-33900 of the California Water Code. The NMWD multi-county boundary surrounds just over 100 square miles of northeastern and north-western Marin County, in addition to a portion of southern Sonoma County along the Highway 101 corridor. The district serves a population of approximately 63,981<sup>3</sup> persons encompassing three unique service areas: Novato, West Marin, and Oceana Marin. The last Municipal Service Review that included NMWD was conducted in November of 2017 as part of the North Marin Water District Sphere of Influence Update.

As a limited-purpose agency, NMWD provides potable water, non-potable water, and wastewater management. The majority of the District’s Novato service area potable water supplies are imported from the Russian River through a contract with the Sonoma County Water Agency, with the remainder of the District’s supplies to this service area drawn locally from Stafford Lake. Potable water supplies for the West Marin service area are drawn from two distinct and separate locations using two separate wells at each location. The potable local sources of supply are not interconnected. The District also provides wastewater collection, treatment, and disposal for the Oceana Marin service area and recycled water in its Novato service area.

**Table 6-1: North Marin Water District Overview**

North Marin Water District			
<b>Primary Contact:</b>	Anthony Williams	<b>Phone:</b>	(415)-897-4133
<b>Main Office:</b>	999 Rush Creek Pl, Novato, CA		
<b>Formation Date:</b>	April 21, 1948		
<b>Services Provided:</b>	Potable Water, Non-Potable Water, Wastewater		
<b>Service Area:</b>	64,628 acres	<b>Population Served:</b>	≈63,981

### 6.2 FORMATION AND DEVELOPMENT

The North Marin Water District’s formation was derived from the transition and development of its primary service area of Novato from agricultural to urban. While signs pointed towards urban development in the late 1800s, the transformation was somewhat impeded for a number of decades due to the sheer profitability of ranching and dairy operations in the area. By the mid-1920s, the area’s population reached approximately 1,200 and the residents agreed to form the Novato Sanitary District (at that time referred to as Marin County Sanitary District #6) in 1925 and the Novato Fire Protection District (1926). During this time, organized water service in the Novato area was initially established by private utilities for each new subdivision until the

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<sup>3</sup> Population served calculated through the means given in California Code of Regulations Section 64412 by tallying the most recent Census data using the tract, block group, and block levels.

eventual ownership of these rights by the Novato Water Company. The water was sourced from groundwater wells that were adequate for the slowly growing community. The growth of the area was hastened when in 1935, the Marin County Air Field was converted into the Hamilton Army Air Field. The construction of the new military base resulted in new housing and commercial development in the surrounding area. By 1950<sup>4</sup>, the population of the area had risen to 3,489.

The significant growth brought on by the Hamilton Base throughout the 1940s proved to be difficult for the private water system to sustain. This prompted local leaders in 1947 to request that Marin Municipal Water District (MMWD) extend its service north to Novato. MMWD subsequently extended its services to a portion of the Hamilton Base, however, declined to extend its services further north in Novato, and community leaders were forced to pivot towards the establishment of a new public water agency (which MMWD had fairly recently set the road map for) through the purchase of Novato Water Company's system and the assumption of its service responsibilities. In 1948, Novato area landowners petitioned for the formation of the new water district which would initially be known as the North Marin County Water District. After the Marin Boundary Change Commission<sup>5</sup> approved the official service area of the District as what is now the greater Novato area, a successful vote by the residents officially formed the District. Soon after, separate ballot measures were approved to provide the necessary funding for the District to purchase the Novato Water Company and all of its infrastructure. These ballot measures also authorized NMWD to establish a new surface water supply by damming Novato Creek and creating Stafford Lake. The construction of Stafford Dam was completed in 1951, and the resulting Stafford Lake had an initial holding capacity of 1,720 acre-feet.<sup>6</sup> The Stafford Water Treatment Plant was constructed and began operation in 1952 with a capacity of 3.75 million gallons per day.

With the City of Novato officially incorporated in January of 1960<sup>7</sup> and a continually expanding population at the time of 17,881, water demands were at an all-time high. In need of increased supplies, in 1960 NMWD entered into an agreement with Sonoma County Flood Control District (later known as the Sonoma County Water Agency) for an annual allocation of 10,000 acre-feet of pretreated water that would be drawn from the Russian River and delivered through an interconnection with the City of Petaluma. The subsequent intertie, known as the North Marin Aqueduct, was constructed in 1961<sup>8</sup> and consisted of approximately 9.4 miles of 30-inch pipeline to connect NMWD's system to SCWA's system in Petaluma along State Highway 101.

In the late 1960s and into the 1970s, NMWD annexed a number of unincorporated communities in West Marin at the request of residents within those communities. These communities

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<sup>4</sup> Earliest available Census data on the area.

<sup>5</sup> The County Boundary Commission was a technical governing body tasked with officially designating the jurisdictional boundary of all boundary changes prior to LAFCO's creation in 1963. The boundary commissions included four distinct members of county government, supervisor chairperson, assessor, auditor, and surveyor.

<sup>6</sup> This amount was raised to 4,450 acre-feet in 1954 by modification of the dam's spillway.

<sup>7</sup> Voters approved incorporation on November 3, 1959, but the effective date of incorporation was January 20, 1960.

<sup>8</sup> The construction was funded by a voter-approved \$3.79 million bond in 1960.

included Ocean Marin (1969), Point Reyes Station/Inverness Park (1970), Olema (1973), Tomales (1975), and Paradise Ranch Estates (1979). The annexations were approved with the expectation of NMWD purchasing and assuming the service responsibilities from the preexisting private utilities that were presently operating. NMWD constructed and operated a community wastewater system for Tomales in 1979. The community eventually formed the Tomales Village Community Service District and, in 1999, the wastewater system was turned over to the newly created district as part of a voter-approved reorganization in which the unincorporated community was detached from NMWD.

In 2001, Marin Municipal Water District agreed to a reorganization of its service area with NMWD premised on simplifying the alignment of NMWD's Novato service area southern boundary to match the City of Novato. This effectively removed the area of the former Hamilton Air Force Base (which was officially closed in 1996) from the Marin Municipal Water District's boundary. On June 24<sup>th</sup>, 2002, the agreement became fully effective.

In 2006, the Stafford Lake Water Treatment Plant upgrade project was completed. The project cost approximately \$16 million and increased daily treatment capacity for the facility to 6 million gallons. This was followed in 2007 by the completion and beginning of operations of the Deer Island Recycled Water Facility. The facility opened with a 500,000-gallon-per-day capacity and provided recycled water for irrigation purposes at Stone Tree Golf Course. NMWD's recycled water system has subsequently expanded such that NMWD is the distributor of recycled water in central and northern Novato with Novato Sanitary District as the producer. A similar agreement between NMWD and Las Gallinas Valley Sanitary District exists for recycled water distribution in southern Novato.

As part of a significant multi-year project by the California Department of Transportation (Caltrans) known as the Marin-Sonoma Narrows project, the District was forced to relocate a large apportionment of its North Marin Aqueduct. In partnership with Caltrans and Marin Municipal Water District, the Aqueduct Energy Efficiency Project was created and completed in 2015. The project enlarged 5 miles of the North Marin Aqueduct's 30' diameter pipe with 42" pipeline from South Petaluma, which helped to eliminate the need for the Kastania Pump Station and reduce energy costs and greenhouse gas emissions. The total cost of the project was \$22 million of which 2/3 was paid by Caltrans and the remaining cost was split between NMWD and MMWD.

### **6.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE**

North Marin Water District's service boundary currently encompasses just over 100 square miles and covers 64,628 acres of both incorporated and unincorporated Marin County and Sonoma County. Since LAFCoS were created in 1963 and Marin LAFCo assumed responsibility in overseeing the District's service area, the jurisdictional boundary has grown by approximately 30%, with the most significant additions occurring between 1966 and 1975 during the multiple annexations in West Marin. There have been 19 recorded boundary changes to NMWD since 1963, with the most recent of significant total acreage being the reorganization of 980 acres comprising the former Hamilton Air Force Base from Marin Municipal Water District to North Marin Water District.

The District also maintains outside service agreements for water services to approximately 33 parcels in Sonoma County just south of the City of Petaluma. These parcels all reside within an unincorporated area that Sonoma County has dubbed the Petaluma Dairy Belt. The Petaluma Dairy Belt Area Plan, which helps guide the planning in the area, was most recently updated in September of 2008.

The District has provided Marin LAFCo with documentation showing five parcels<sup>9</sup> in the District's service area that are adjacent to the Sonoma/Marin County boundary on the Sonoma County side. Documentation for the parcels on the eastern side of the highway shows that they were added in 1967, while the one on the western side was added in 1962 which would be pre-LAFCo establishment. As opposed to the 33 parcels just to the north of these for which the District maintains outside service agreements, these five parcels were formally annexed to the District.

An area of the District's jurisdictional boundary is coterminous with the boundary of the Inverness Public Utility District (IPUD). NMWD provides no services in this area as IPUD provides potable water services within its jurisdictional boundary. While there is an intertie between the two agencies that would allow for the transfer of potable water, at this time there is no agreement between the two districts for regular supplemental water purchases due to the most recent attempt failing to receive the necessary voter support. NMWD has intimated that it is open to detaching the area from its service boundary. Additionally, there is one parcel within the District's current jurisdictional boundary outside of the community of Olema that neither the District nor Marin LAFCo has any record of within that particular area's annexation and, as such, should be removed from the District's official boundary.

The District's sphere of influence was established by Marin LAFCo as part of two separate actions. The first action occurred in 1982 and established the sphere of influence for the East Marin (Novato) service area. This sphere boundary was entirely coterminous with the jurisdictional boundary in that area at the time. The second action took place in 1984 and established the sphere of influence for the West Marin service area. This sphere of influence was coterminous with the District's jurisdictional boundary with the exceptions of the exclusion of jurisdictional lands on the east shore of the Tomales Bay (Marshall) as well as the area that comprised the jurisdictional boundary of the Inverness Public Utility District. At the time, the Commission's explanation for excluding the Marshall area was in anticipation of the County adopting the "East Shore Community Plan".

The sphere of influence received its next update in 2002. The update was a partial update specific to only the East Marin service area in response to the reorganization of the Hamilton Air Force Base reorganization. This update again made the East Marin service area's sphere of influence to be coterminous with its jurisdictional boundary. The most recent sphere of influence update was performed in October of 2017. This update reaffirmed the East Marin service area sphere as well as amending the sphere in West Marin to add approximately 2,230 acres of unincorporated lands off of State Highway 1 adjacent to the Pt. Reyes Station service

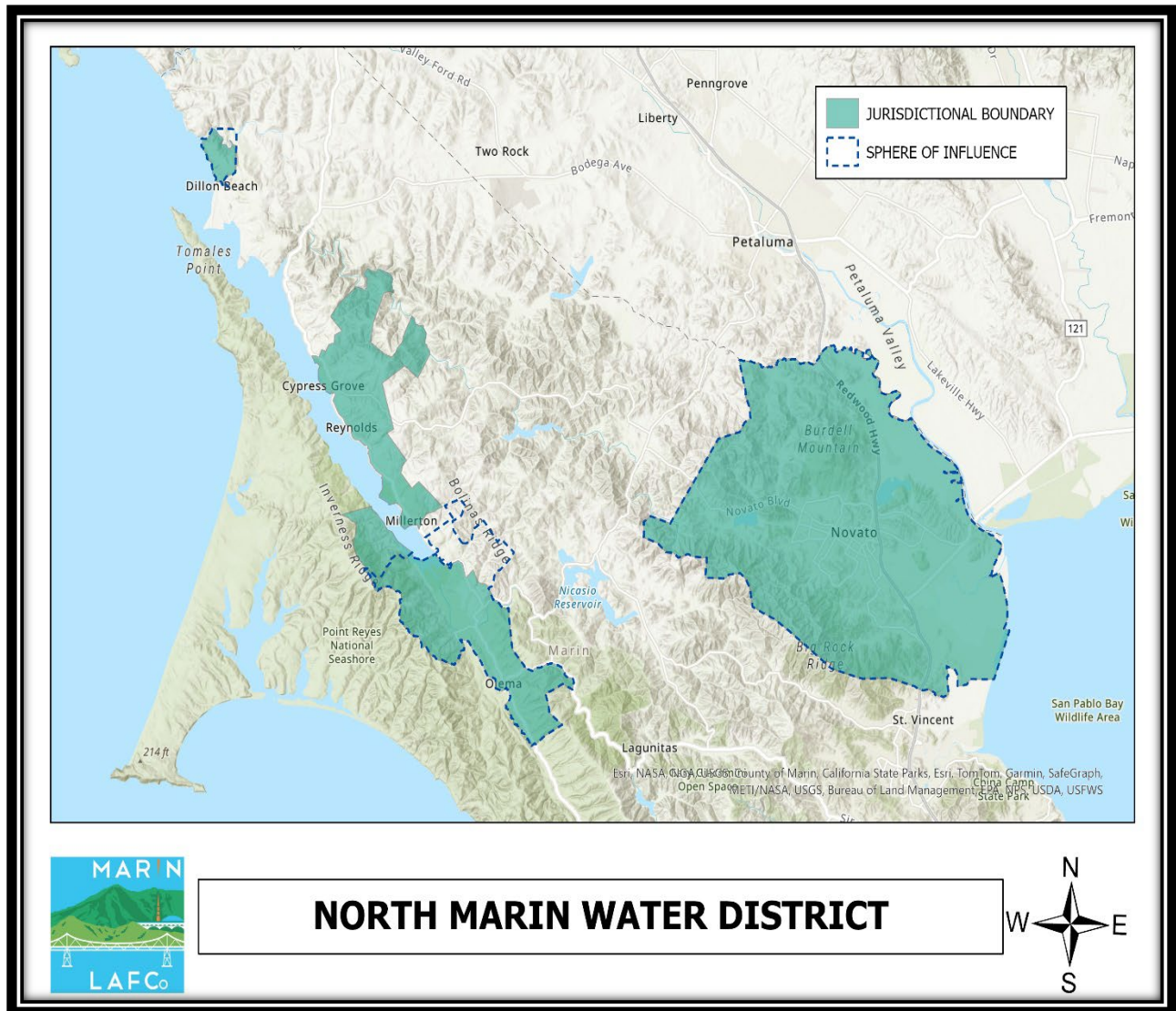
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<sup>9</sup> Parcel APN #s 019-290-001; 019-280-014; 019-280-012; 019-280-013; 019-280-005

area and just south of the East Shore jurisdictional lands. This area is made up of 11 parcels, largely under commercial agricultural uses along with 7 residential units (as well as the adjacent right-of-way along State Highway 1). This area was added “...to recognize the existing service commitments to the majority of the affected lands as part of pre-CKH outside service agreements.”

A map of NMWD’s jurisdictional lands within Marin County<sup>10</sup> as well as the current sphere of influence for the District can be seen below in Figure 6-1.

**Figure 6-1: North Marin Water District Jurisdictional Boundary and Sphere of Influence**



<sup>10</sup> Marin LAFCo does not have access to GIS information from the County of Sonoma at this time, and as such cannot accurately portray the District’s service area outside of Marin County within this map.



## 6.4 GROWTH AND POPULATION

The North Marin Water District’s service area includes the City of Novato as well as the census-designated places of Black Point – Green Point, Point Reyes, and Inverness. The service area also includes a number of other smaller unincorporated neighborhoods/communities such as Marshall, Oceana Marin, Bel Marin Keys, Loma Verde, Indian Valley, Olema, Bear Valley, and Paradise Ranch Estates. The eastern portion of the District’s service area makes up approximately 95% of the total population within its boundaries at 61,314<sup>11</sup>, while the western service area has a total population of 2,667<sup>12</sup>. This amount is just under 24% of Marin County’s total population of 262,321.<sup>13</sup> Since 2010, the County as a whole has seen a total population growth of 9,912, an increase of 3.9%. The population change data for the cities, towns, and census-designated places within the District’s boundary from 2010 to 2020 can be seen below in Table 6-2.

**Table 6-2: Municipality and Census-Designated Place Population Change Within NMWD**

Community Name	2010	2020
City of Novato	51,904	53,225
Point Reyes Station	848	895
Inverness	1,304	1,379
Black Point – Green Point	1,306	1,431

The remaining development potential within each of the planning areas within the District’s boundary (both incorporated and unincorporated), while relatively minimal based upon the number of remaining undeveloped parcels zoned for residential development, has experienced recent changes with Marin County having adopted an updated Housing Element and the City of Novato in the final stages of its Housing Element being reviewed by the State’s Department of Housing and Community Development that included planning for accommodations of the housing mandates from the State. The Association of Bay Area Governments (ABAG) has designated a need for a total of 3,569 additional housing units in unincorporated Marin County by 2031 within the Regional Housing Needs Allocation (RHNA) plan. This number is 907 units shy of what Marin County had deemed as the total buildout for unincorporated Marin County. Of those 3,569 units, 720<sup>14</sup> of those have sites identified for development within the unincorporated spaces in North Marin Water District’s jurisdictional boundary. The additional housing unit mandates for the City of Novato is a total of 2,090<sup>15</sup>.

Assuming that within the District’s service area in both unincorporated and incorporated spaces, the total number of housing units (2,810) was constructed, this would lead to an increase in the

<sup>11</sup> Total number is based on the sum total of the 14 Census tracts that comprise the District’s eastern service area.

<sup>12</sup> Total number is based on the sum total of the 3 census block groups and 7 census blocks that comprise the District’s western service area.

<sup>13</sup> [Marin County U.S. Census Bureau Data](#)

<sup>14</sup> [Marin County Housing Element Update 6<sup>th</sup> Cycle 2023-2031 pg. 104 and 105](#)

<sup>15</sup> [ABAG Final RHNA Plan](#)

population of 6,744<sup>16</sup>. The District projects a population increase within its Urban Water Management Plan (UWMP) of 6,043 between 2025 and 2045. Utilizing the baseline of the gallons per capita per day that the District reported in 2020 (119<sup>17</sup>), the projected 6,043 inhabitants in 2045 would add a demand of approximately 586 acre-feet of water annually. If this amount were to be added to 2020's usage total of 8,194 acre-feet, it would amount to 8,780 acre-feet, which is 5.65% less than the District's 10-year average annual demand between 2010 and 2020 of 9,305 acre-feet.

## 6.5 MUNICIPAL SERVICES

### Potable Water

The North Marin Water District provides retail potable water services through a combination of its own as well as contracted supply, treatment, storage, and distribution facilities, including the importing of water from sources in Sonoma County. As the District's potable water services are distinctly geographically separated, there are two separate water systems that are managed in Novato and West Marin (including Point Reyes Station). The Novato distribution system spans approximately 317 miles while the West Marin distribution network is approximately 24 miles. Due to the District's separate water systems, each will be described separately.

NMWD's primary potable water supplies for the Novato system are drawn from the Russian River and secured through an agreement with the Sonoma County Water Agency (SCWA).<sup>18</sup> The agreement provides the District with a maximum annual allocation of 14,100 acre-feet of treated potable water drawn from underflow of the Russian River. NMWD is enabled through a cost-sharing arrangement with SCWA and other regional contractors to divert, treat, and convey water from the Russian River through a series of aqueducts, pipelines, and pumps, that span approximately 30 miles before connecting to NMWD's distribution system. NMWD is authorized to receive upwards of 64.1 acre-feet in a single day. During FY 2022-23, the District received 4,033 acre-feet<sup>19</sup> of Russian River water, down from 5,787 acre-feet in FY 2021-22.

The Novato system's additional surface supplies are drawn from Stafford Lake which collects the runoff from the Novato Creek watershed. The lake has a total capacity of 4,450 acre-feet. The District maintains two separate post-1914 appropriative rights to draw water from Novato Creek. These appropriative rights allow NMWD to divert and use up to 8,454 acre-feet annually directly from Novato Creek. The water from Stafford Lake is conveyed to NMWD's treatment facility, the Stafford Lake Water Treatment Plant (STP), which operates seasonally and most frequently during the summer months to help offset demands on pre-treated water imported from the SCWA. While typically conveyed from Stafford Lake to STP via gravity, pumps are available to assist in moving the water if necessary. The plant's daily treatment capacity is 18.41

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<sup>16</sup> Projected population is calculated based on applying the average captured from the 2020 Census for Marin County of 2.4 persons per household to the total estimated in new housing.

<sup>17</sup> [This number is the amount of both potable and raw water demand.](#) (UWMP pg. 28)

<sup>18</sup> Agreement runs through 2037.

<sup>19</sup> [FY 23 CAFR pg. 4](#)

acre-feet. In FY 2022-23, 516 acre-feet of water were produced by the Stafford Lake Water Treatment Plant.

The Distribution system for NMWD's Novato water system consists of approximately 317 miles of mains and overlays four connected pressure zones that jointly cover a 400-foot range in elevation between service connections. The main pressure zone is Zone 1, which covers most of the City of Novato and the area along Highway 101 on both sides of the freeway and contains the majority of the lower elevations. Zone 2 serves elevations between 60 and 200 feet. Zone 3 serves elevations between 200 and 400 feet, and Zone 4 serves elevations above 400 feet. The distribution system relies on gravity pressure for recharge from 31 storage tanks that collectively hold approximately 37.3 million gallons, which is more than three times the peak day use in FY 2022-23. There are 25 pump stations throughout the Novato system with six located in Zone 1, 13 in Zone 2, and 4 in Zone 3. Approximately 90% of the Novato system's connections are located within Zones 1 and 2. The Novato system has 31 potable water storage tanks that combine for a total of 37,401,500 gallons.

The Novato system has a total of 20,853 active water service connections as of the term of this study, with 19,018 of those being residential. There has been a total increase of 101 service connections (0.49%) since 2018. The 10-year average of billed water consumption for the Novato system (FY 13/14 – FY 22/23) is 7,365 acre-feet<sup>20</sup>.

The potable water supplies for the West Marin service area (often referred to as Point Reyes Station system) are primarily drawn from two groundwater well locations that access underflow from Lagunitas Creek. The first and original well location is on land previously owned<sup>21</sup> by the United States Coast Guard at 101 Commodore Webster Drive in Point Reyes Station and consists of two active wells. These wells, termed as Coast Guard #2 and Coast Guard #4 (and collectively referred to as Coast Guard Wells), are each drilled to approximately 60 feet and outfitted by 30 horsepower pumps that push water to the nearby Point Reyes Water Treatment Plant. Well #2 has a capacity of 250 gallons per minute and Well #4 has a capacity of 300 gallons per minute.

In addition to these two wells, the District also has two additional permitted wells at a location further upstream of Lagunitas Creek located on the Gallagher Ranch. Gallagher Well #1 was drilled in 1993 and Gallagher Well #2 was drilled in 2022 and began fully operating in November of 2022. As opposed to the Coast Guard Wells, the Gallagher Wells are located upstream of typical flooding and tidal reach which keeps them from experiencing the same levels of periodic salinity intrusion. While the addition of Gallagher Well #2 gives the District a source of additional water, it does not increase the amount that it is permitted to draw annually. All of the Point Reyes Station system permit capacities are garnered through post-1914 appropriated rights<sup>22</sup>. The Point Reyes Station service area had an approximate annual usage of 230 acre-feet

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<sup>20</sup> NMWD FY 23-24 Budget; Pg. 3

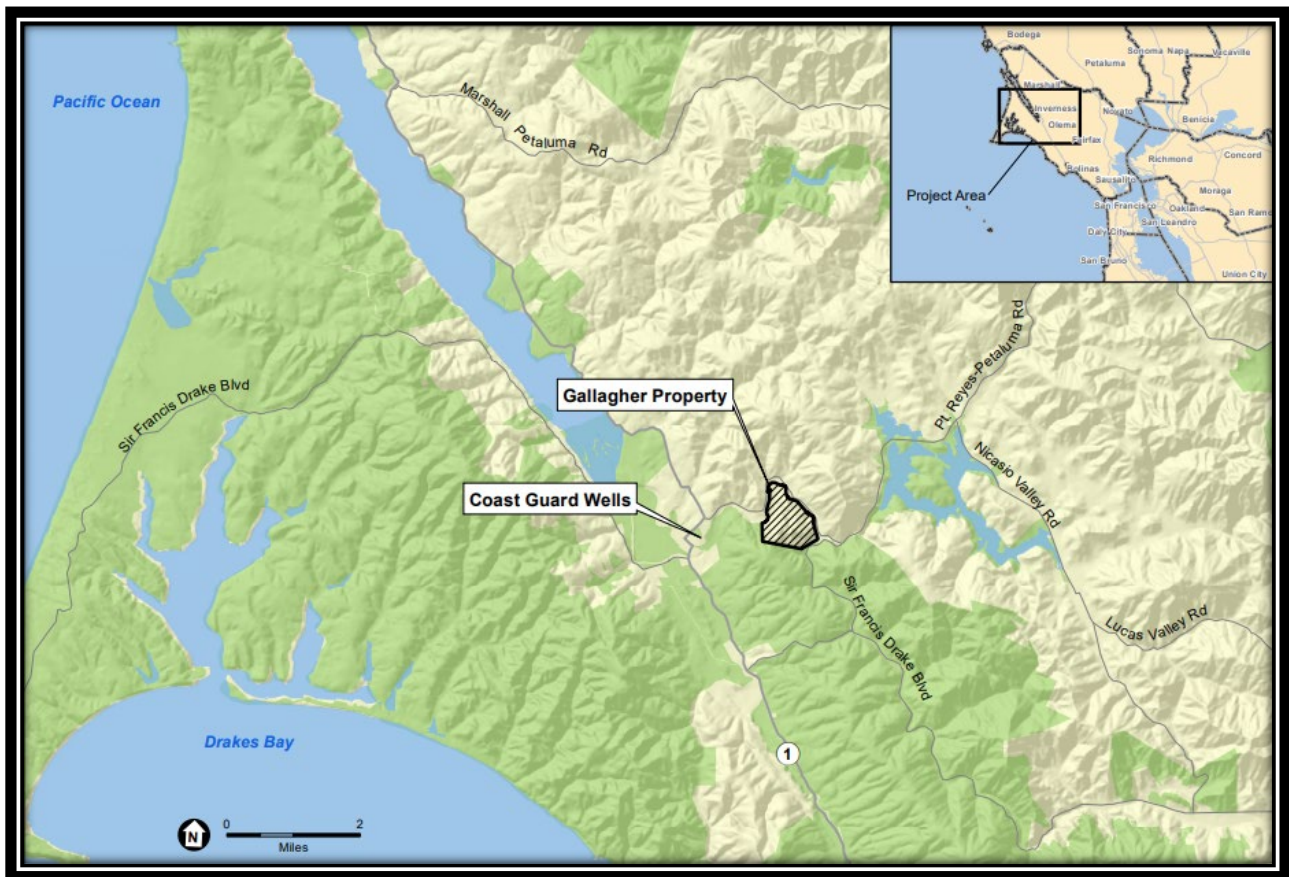
<sup>21</sup> This land was purchased by the County of Marin in 2019

<sup>22</sup> NMWD holds three active water rights for underflow from Lagunitas Creek. License No. 4324B allows NMWD to divert 0.67 cubic feet per second (producing a daily max of 1.11 acre-feet) with a maximum annual use of 148.8

over the course of the study window. A map of the vicinities of the wells can be seen below in Figure 6-2.

To meet water demand in dry years when water cannot be diverted from Lagunitas Creek, the District uses a water exchange with Marin Municipal Water District (MMWD) as established in the 2014 Intertie Agreement. Under the Intertie Agreement, stored water can be released by MMWD into Lagunitas Creek from Kent Lake in exchange for compensation by NMWD. The existing Intertie Agreement between the two districts runs through 2040 and provides for a maximum of 250 acre-feet to be exchanged annually.

**Figure 6-2: NMWD Point Reyes Station System Overview**



acre-feet each year at its well sites between May 1st and November 1st. Permits No. 19724 and No. 19725 are year round allowances, although are classified as junior rights and therefore not available between July and October during dry-years. Permit No. 19724 allows NMWD to divert up to 0.699 cubic feet per second (producing a daily max of 1.15 acre-feet) with a maximum annual use of 212.7 acre-feet. Permit No. 19725 allows NMWD to divert up to 0.961 cubic feet per second (producing a daily max of 1.59 acre-feet) with a maximum annual use of 292.5 acre feet. Together Permits No. 19724 and 19725 allows NMWD to collectively divert an additional divert up to 505.2 acre-feet each year from January 1st to December 31st at its well sites. These latter two permits, however, are conditioned to prohibit diversions between July and October in “dry-years”.

All of the raw potable water drawn from the Point Reyes Station System surface source receives treatment at the Point Reyes Treatment Plant. The plant was originally constructed in 1970 and received its most recent significant upgrades in 2007. The treatment plant has a daily treatment capacity maximum total of 2.1 acre-feet. The distribution system for the system is made up of approximately 24 miles of mains and overlays five connected pressure zones: Point Reyes Station, Bear Valley, Inverness Park, Paradise Ranch Estates, and Olema. The Paradise Ranch Estates pressure zone has 3 subzones. These zones cover roughly a 1,000-foot range in elevation between service connections. The distribution system relies on gravity pressure for recharge from storage tanks that collectively hold 3.2 acre-feet. There are a total of 6 pump stations that serve the Olema, Bear Valley, Inverness Park, and Paradise Ranch Estates zones. The well pumps provide the pressure for the Point Reyes Zone as it is at the lowest elevation. The West Marin service area has a total of 13 storage tanks with a combined capacity of 1,109,500 gallons.

Approximately 65% of the Point Reyes Station system's service connections are located within the Point Reyes Station zone. At the end of fiscal year 2023, the District had a total of 800 service connections in the Point Reyes Station System. 701 of the connections are residential. The system saw an increase of 9 total new connections over the past five years. Over the past 10 fiscal years (FY 13/14 – FY 22/23) the billed water consumption average for the West Marin system was approximately 200 acre feet.<sup>23</sup>

## Recycled Water

NMWD began providing tertiary treated recycled water services in 2007 with the construction of its own treatment facility, Deer Island. The treatment facility has a capacity of 500,000 gallons per day and initially provided service to the Stonetree Golf Course in Blackpoint for irrigation purposes. The facility receives secondary treated supplies from the Novato Sanitary District's wastewater treatment facility before NMWD completes the tertiary process. In 2013, the District increased its supplies with tertiary supplies that directly tie in to the District's distribution system from the Las Gallinas Valley Sanitary District and the Novato Sanitary District. The Novato Sanitary District source is capable of producing up to 1.7 million gallons per day, and the Las Gallinas Valley Sanitary District source is capable of producing 600,000 gallons per day. There are three storage tanks for the recycled water system that total 1,500,000 gallons.

The recycled water system consists of two distribution systems with a North/Central system that is supplied by the Novato Sanitary District and the South system that is supplied by the Las Gallinas Valley Sanitary District. The Deer Island facility can also supply the northern portion of the North/Central system. The north service area has recycled water conveyed from the Deer Island facility to the Stonetree Golf Course and the Novato Fire Department. The south service area has recycled water conveyed from the LGVSD recycled water facility to landscape irrigation customers. The central service area has recycled water conveyed from NSD's Davidson Street treatment plant to private and public landscape irrigation customers, including homeowner associations, Marin Country Club, and Vintage Oaks Shopping Center. As of the

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<sup>23</sup> NMWD FY 23-24 Budget; pg 9

writing of this study, the District had 102 recycled water service connections and an average annual demand of approximately 236 million gallons over the past 5 years.

## Wastewater

North Marin Water District provides wastewater services Oceana Marin subdivision. The area, originally developed in the 1960s, is now approximately one square mile and is comprised of 251 lots with 235 dwellings. The area resides adjacent to the north of the unincorporated community of Dillon Beach. The potable water within this area of the District is provided by Estero Mutual Water and California Water Service Company. The community’s wastewater facilities consist of approximately 5 miles of gravity sewer pipe and .75 miles of force mains. All sewage is pumped to a wastewater treatment facility consisting of a treatment pond and a storage pond. The treated effluent from these ponds is applied to the land via subsurface disposal. The public sewer mains are comprised of approximately 60% asbestos cement pipes (ACP), which was a common sewer and water pipeline material in the 1960s and 1970s when the development’s construction was completed.

The District contracts with Roy’s Sewer Service for system maintenance and sewer system overflow (SSO) response. If Roy’s is unavailable to respond, the District has an agreement with the Novato Sanitary District for supplemental aid. Within the course of the study window, the Oceana Marin wastewater system experienced two SSOs with a total volume of 3,859 gallons.<sup>24</sup>

## 6.6 ORGANIZATION STRUCTURE

### Board of Directors

The North Marin Water District has been governed since its formation as an independent special district with registered voters comprising a five-member governing board. This governing board had always been elected on an at-large basis up until 2019 when the District transitioned to a division-based election system in which each board member is elected by a specific division within the District. District elections are held in November of even-numbered years to coincide with the State’s general elections. Elections are staggered with divisions 2, 3, and 4 being held in one year and divisions 1 and 5 two years later. All directors are required to live within and be registered voters in the division that they seek election for. The Board of Directors maintains current certificates for the AB 1234 Ethics Training Compliance that can be viewed on the District’s website.

**Table 6-3: North Marin Water District Board of Directors**

Member	Position	Term Expiration
Ken Eichstaedt	Director	December 2024
Rick Fraités	Director	December 2026
Jack Baker	President	December 2024
Michael Joly	Vice-President	December 2024
Stephen Petterle	Director	December 2024

<sup>24</sup> [NMWD SSMP pg. 101](#)

## Administration

The Board of Directors of NMWD appoints a General Manager who serves on an at-will basis to oversee all District activities. The General Manager oversees 58 full-time equivalent employees which are divided into four personnel divisions: Administrative/Finance, Engineering, Construction, and Operations.

## 6.7 ACCOUNTABILITY AND TRANSPARENCY

The North Marin Water District provides the public with information and documentation on its website in an effort to maintain high accountability and transparency in all its activities. The [NMWD website](#) provides information on Board meetings, financial reports, services, history, water conservation, water rates, and more. At this time the District is meeting all of the requirements by the State of California for a public agency website.

## Meetings and Agendas

The Board of Directors meets regularly on the 1<sup>st</sup> and 3<sup>rd</sup> Tuesday of each month at 4:00 p.m. at the NMWD District Headquarters located at 100 Wood Hollow Drive, Suite 300, in Novato. Special meetings are held as needed to go over specific topics that require board discussion/approval outside of the regular meeting schedule. Meeting agendas and minutes can be found on the [NMWD website](#).

## 6.8 FINANCIAL OVERVIEW

### Budget and Financials

The District's primary source of annual revenue is water sales, which averaged 68% of total operating revenues throughout the course of this study window. Supplementing the remainder of the annual operating revenues are service charges (27%), sewer service charges (1%), and Other charges and services (2%). The District also receives a small amount of non-operating revenues such as limited property tax<sup>25</sup> and investment earnings, among other things. Operating revenues account for approximately 95% of the District's annual total revenues.

On June 20, 2023, NMWD's Board of Directors approved significant changes to customer water rates, fees, and charges that took effect on July 1, 2023. The rate changes were originally developed in partnership with an independent rate consultant who performed a cost-of-service analysis in 2020. While the study recommended a rate increase of 5% for the fiscal year 2023/24, the District's Board adopted an increase for the year of 9.5%<sup>26</sup> for the Novato system based upon three key assumptions/projections:

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<sup>25</sup> A small portion of the City of Novato's property tax is allocated to NMWD. NMWD does not receive property tax from any other properties in the NMWD boundary outside of Novato.

<sup>26</sup> This increase also included a 5.3% increase for recycled water (rate of inflation at time of budget preparation for FY 23/24) with a recommended increase of 6% for FY 24/25 through FY 27/28.

1. The anticipation of an increase of 12.5% from Sonoma County Water Agency, the District's main water supplier, with the expectation of future increases of approximately 11% and a tentatively planned rate increase for FY 2024-25 of 11.74%.
2. The 2020 rate study factored an assumed inflationary rate of 3%, which is significantly lower than is being experienced.
3. Lower water consumption than was anticipated in the study due to significant conservation efforts due to the recent drought has led to a drop in water sales that was not forecasted in the report.

The District primarily relies on two main charges billed bi-monthly: service charge and usage charge. The service charge is fixed based on meter size and intended to contribute towards recovering the majority of the District's fixed costs such as billing, meter reading and maintenance, facility maintenance, and administrative support. The updated rate for the Novato System service charge assigns a bi-monthly charge of \$51<sup>27</sup> for the majority of users within the system. This is the realized increase from the prior bi-monthly charge of \$46.58. The approved increase equates to an average of \$12 per month more for the majority of residential users to their bi-monthly service charges. The usage charge applies tier format to an escalating rate based on consumption in three different elevation zones to cover day-to-day operating costs. Projections for future revenues and expenditures show the necessitation of an additional increase of 8.5% in FY 24/25, 8% in FY 25/26, 7% in FY 26/27, and 7% in FY 27/28.<sup>28</sup>

At the same meeting (June 20, 2023), the NMWD Board of Directors approved an increase of 6% for water rates for the West Marin system that went into effect on July 1, 2023. The District followed the recommendation proposed in the 2021 West Marin Rate Study and noted that as West Marin is not reliant on the imported water from SCWA, they are not impacted by the increase in costs of the imported water in the same manner that the Novato system users are. The West Marin system also operates with a service charge and usage charge. The majority of customers saw an increase in their service charges from \$45.15 to \$47.86.

The Board also adopted an increase of 6% for the Oceana Marin Sewer system at the June 20, 2023 meeting. The increase added \$78 annually for each equivalent dwelling unit, raising the annual charge from \$1,296 to \$1,374. Projections call for additional 6% increases in each of the following 5 fiscal years. The increases are primarily focused on funding the approximately \$2.4 million in capital improvements planned for the system over the next 5 years.

The primary annual operating expense for the District comes in the form of imported water supply (approximately 25%), followed by depreciation (22%) general and administrative (18%), water treatment (11%), and water transmission and distribution (14%). The District also maintains a robust Capital Improvement Program that aids in the planning of significant infrastructure improvements over the course of the upcoming five fiscal years. The District's current plan includes projects with a total cost (both internally funded and loan/grant funded) of \$33,885,000. The total projected operating expenditures for the District for FY 2023-24 totaled

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<sup>27</sup> Recycled water fixed charge increased to a bi-monthly assessment of \$57.71.

<sup>28</sup> [NMWD Budget FY 23/24 pg. 20](#)



\$20,864,000. The average year-end operating revenues for the NMWD over the past 5 audited years has been \$23,756,029. The District realized an average annual increase in Net Position of \$3,370,608 over the course of the study window. A breakdown of the past 5 audited years of operating revenues and expenses can be seen below in Table 6-4.

**Table 6-4: NMWD Financial Information**

Revenue	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	Averages
<b>Water Consumption Sales</b>	\$16,337,171	\$18,194,168	\$19,546,611	\$16,405,015	\$16,537,824	\$17,404,158
<b>Monthly Meter Service Charge</b>	\$4,810,296	\$4,968,620	\$5,210,162	\$6,517,572	\$7,017,426	\$5,704,815
<b>Sewer Service Charge</b>	\$252,720	\$264,372	\$276,360	\$290,460	\$304,560	\$277,694
<b>Other Charges and Services</b>	\$372,059	\$369,761	\$345,402	\$374,734	\$384,901	\$277,694
<b>Total Revenues</b>	\$21,772,246	\$23,796,921	\$25,378,535	\$23,587,731	\$24,244,711	\$23,756,029

Expenses	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	Averages
<b>Source of Supply</b>	\$5,492,324	\$7,096,645	\$8,624,268	\$6,450,873	\$5,001,982	\$6,533,218
<b>Pumping</b>	\$458,594	\$646,366	\$642,477	\$522,717	\$493,027	\$552,636
<b>Water Facilities Operations</b>	\$993,209	\$1,176,833	\$1,218,090	\$1,385,267	\$678,573	\$1,090,394
<b>Water Treatment</b>	\$2,131,166	\$2,647,688	\$1,917,786	\$2,588,135	\$2,353,464	\$2,327,648
<b>Transmission and Distribution</b>	\$3,301,629	\$3,560,513	\$3,623,201	\$4,556,025	\$2,913,847	\$3,591,043
<b>Sewage Collection and Treatment</b>	\$127,513	\$145,183	\$185,533	\$219,023	\$220,375	\$179,525
<b>Customer Service</b>	\$510,341	\$534,552	\$470,411	\$501,005	\$386,333	\$480,528
<b>General and Administrative</b>	\$3,007,301	\$3,201,515	\$3,658,893	\$4,877,009	\$3,499,861	\$3,648,916
<b>Water Conservation</b>	\$349,415	\$398,010	\$396,414	\$563,288	\$320,597	\$405,545
<b>Depreciation and Amortization</b>	\$3,451,155	\$3,366,216	\$3,887,096	\$4,023,236	\$4,523,906	\$3,850,322
<b>Total</b>	\$19,822,647	\$22,773,521	\$24,624,169	\$25,686,578	\$20,391,965	\$22,659,775

## Debt

As of June 30, 2023, NMWD had a total long-term debt outstanding of \$45.1 million, which was a decrease of \$3.7 million from the prior year. The District’s current debts are as follows:

- Enterprise Vehicle Lease – 2023 Balance: \$397,580
- 100 Wood Hollow Structure Lease – 2023 Balance: \$43,972
- Buck Institute Structure Lease – 2023 Balance: \$22,869

- 2004 DWR Loan – 2023 Balance: \$5,806,044
- 2011 Bank of Marin Loan – 2023 Balance: \$3,490,933
- 2018 JP Morgan Chase Loan – 2023 Balance: \$3,275,000
- 2022 Webster Bank Loan – 2023 Balance: \$19,120,331
- 2006 SWRCB Loan – 2023 Balance: \$1,030,881
- 2011/12 SWRCB Loans – 2023 Balance: \$5,259,962
- 2016 SWRCB Loan – 2023 Balance: \$6,073,389
- 2012 Bank of Marin Loan – 2023 Balance: \$512,431

The second source of debt for the District comes in the form of a pension plan for employees that is part of the California Public Employees Retirement System (CalPERS). CalPERS provides retirement, disability, and death benefits based on the employee’s years of service, age, and final compensation. As of June 30, 2023, the NMWD Net Pension Liability was \$17,178,160<sup>29</sup>. The NMWD pension-funded ratio was approximately 68.8%<sup>30</sup> at that measurement date. In addition to the pension plan, NMWD provides other post-employment benefits (OPEB) to its retirees. As of June 30, 2023, the District carried a Total OPEB Liability total of \$4,287,222. The District currently has 91 employees, both active and inactive, in their OPEB plan. Future pension costs for new employees have been reduced by fully implementing the California Public Employees’ Pension Reform Act (PEPRA). As of 2023, the majority of the District’s staff fall under PEPRA requirements.

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<sup>29</sup> [NMWD 2023 ACFR; pg. 54](#)

<sup>30</sup> [CalPERS Summary of Valuation Results](#)

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## 7.0 MARIN COUNTY OPEN SPACE DISTRICT

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### 7.1 OVERVIEW

The Marin County Open Space District (MCOSD) is a dependent special district that provides open space acquisition and maintenance as set forth in California Public Resources Code §5500. The District’s mission is stated as “To enhance quality of life in Marin through the acquisition, protection, and responsible stewardship of ridglands, baylands, and environmentally sensitive lands targeted for preservation in the Countywide Plan.” MCOSD has a local advisory board that advises the Marin County Parks Department and the Marin County Board of Supervisors on all matters relating to its services in the District.

**Table 7-1: Marin County Open Space District Overview**

Marin County Open Space District Overview	
<b>Primary Contact:</b>	Chris Chamberlain, Assistant Director
<b>Main Office:</b>	3501 Civic Center Drive, Suite 260 San Rafael, CA
<b>Contact Information:</b>	(415)-473-6405
<b>Formation Date:</b>	November 7, 1972
<b>Services Provided</b>	Open Space Acquisition and Maintenance

### 7.2 FORMATION AND DEVELOPMENT

The formation of the Marin County Open Space District was the culmination of decades of grassroots efforts of Marin County residents to preserve Marin’s unique environmental heritage and beauty. These efforts, while being visible in different forms throughout the County’s history, gained their initial prominence in the late 1920s following the formation of the California State Parks System.<sup>31</sup> In 1926, there was a proposal within a county plan to construct a highway across Mount Tamalpais in order to increase access for development in the surrounding areas. A Marin assemblyman submitted a proposal whereby the State would buy and manage parkland if private sponsors could raise two-thirds of the purchase price themselves<sup>32</sup>. Through a collaborative effort between the Tamalpais Conservation Club, the Sierra Club, the California Alpine Club, and the Contra Costa Hills Club, \$33,000 in private donations were secured and 531 acres were purchased for preservation. Additionally, in one of his last acts before passing away, noted conservationist William Kent<sup>33</sup> gifted additional land for the park. In 1930, the Mt. Tamalpais State Park became one of the first State Parks to be opened after the formation of the State Parks System.

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<sup>31</sup> The California State Parks System was formed in 1927.

<sup>32</sup> This raising of funds was a necessary pre-requisite at the time in order for the legislature to consider any land purchase that would be deemed to “interfere with progress” in the form of development as conservation at that time was not yet a public goal warranting full provisioning by the State.

<sup>33</sup> William Kent was the lead sponsor of legislation in the House of Representatives establishing the National Park Service (1916). Kent was also responsible for the establishment of the Muir Woods National Monument as well as donations of land that led to the creation of the Marin Municipal Water District.

While the creation of Mt. Tamalpais State Park had been a significant victory for conservationists in Marin County, the completion of the Golden Gate Bridge in 1937 came with the promise to open up the rural stretches north of the Golden Gate to mass urbanization. Four women, Caroline Livermore, Sepha Evers, Helen van Pelt, and Portia Forbes, all members of the Marin Art and Garden Club, took it upon themselves to preserve local landscapes. After the passage in 1927 of state legislation providing for comprehensive planning, Marin County was still in need of mapping county districts to gather the necessary data for a zoning ordinance. The four ladies formed the Marin Planning Survey Committee, raising the necessary funds to commission the first comprehensive plan of the county by planning consultant Hugh Pomeroy and his technical assistant, Haskins Huntington<sup>34</sup>. This plan served to identify the areas needed for preservation and public ownership. After a little more than a year of work, the group presented their plan to the County Board of Supervisors and had it adopted as the zoning ordinance. Following the adoption, the group changed its name to the Marin Conservation League (MCL). The group was instrumental in the creation and adoption in 1943 of the first Master Recreation Plan. In the 1930s, 1940s, and 1950s, the MCL would play a part in adding acreage to Mt. Tamalpais State Park, the purchase of Stinson Beach, the creation of Samuel P. Taylor State Park, the purchase of Shell Beach, and the establishment of the Richardson Bay Foundation to purchase land surrounding the Richardson Bay that would ultimately be leased to the National Audobon Society to be run as the Richardson Bay Wildlife Sanctuary. The group was also significantly involved in the creation of Angel Island State Park, which was donated to the state in 1954 and whose tallest peak, Mt. Livermore, is named in honor of Caroline Livermore's conservation efforts throughout Marin.

Between 1940 and 1960, Marin County's population increased from 50,000 to just under 150,000, nearly tripling, as large-scale development throughout the Highway 101 corridor created significant urban sprawl. While 1960 would mark the height of Marin's growth rate, the population still rose by 40% through the decade of the 1960s. Despite two large-scale federal conservation projects, the Point Reyes National Seashore and the Golden Gate National Recreation Area, there was still a need for increased preservation efforts at the local levels. In the latter stages of 1971, a number of different conservation agencies such as the Marin Audobon, Marin Conservation League, Sierra Club, Tamalpais Conservation Club, and League of Women Voters joined forces to form a coalition known as People for Open Spaces to begin impressing upon Marin County governmental officials that a regional park district in Marin was needed. In that same year, the Marin County Planning Department produced the document titled *Can the Last Place Last? Preserving the Environmental Quality of Marin*. The document took the recent releases of the Association of Bay Area Government's Regional Plan<sup>35</sup> as well as the People for Open Spaces' regional open space recommendations and sought to create a comprehensive plan for the County that emphasized the "unique combination of weather, water views, hills, and compact towns in valleys that make it one of the most livable environments in

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<sup>34</sup> Following the adoption of the zoning ordinance, Huntington was retained as the first Marin County Planning Director.

<sup>35</sup> ABAG's 1970-1990 regional Plan sought to designate 52% of the Bay Area's 3.4 million acres as permanent open space.

the world.” The plan continued on to declare the objective as changing “the development process so that development and despoliation are no longer interchangeable terms in the minds of the average resident.”

The plan split the county into three planning corridors: an eastern city-centered corridor, an inland rural corridor, and a western coastal recreational corridor. The plan emphasized linking development and zoning requirements with the natural characteristics of the land and recommended that within the three main corridors that zoning regulations and building permits be tailored to the requirements of particular “environmental zones”. The focus on natural areas was strong even in the city-centered corridor, where the plan required the preservation of several kinds of open space, including the bay shoreline and the hills and ridges that formed separators between communities. The eastern corridor was also given the highest priority for additional open space land acquisition.

The movement ultimately ended up on the ballot on November 7, 1972, in the form of Measure A, which was approved with 65% of the vote creating the Marin County Regional Park and Open Space District<sup>36</sup>. The intention of the creation of the District was to focus on the priority open space designated in the eastern urbanized corridor of Marin County. In its infancy, the District outlined a clear directive, with the passing of policies in 1973 stating, “All of the District’s resources shall be directed to open space preservation. A minimum of 90% of the District’s expenditures shall be used for open space acquisition and costs incidental thereto until July 1978 when this policy will be publicly re-evaluated.” As stated within those policies, the District moved quickly on land acquisitions in those first five years and by 1980 owned over 6,700 acres outright. Some of the areas acquired during that time include Camino Alto, Blithedale Summit, Mt. Burdell, Baltimore Canyon, and Indian Valley.

Despite the introduction of Proposition 13 in 1978 which reduced the District’s property taxes by more than half, the District continued purchases throughout the eastern corridor, and by 1990, it had acquired property for 25 of its public preserves and added approximately 4,000 acres to its previous totals. While the primary funding for District operations and acquisitions came in the form of property taxes as well as state bond money, it was significantly aided in its powers of acquisition by the Buck Open Space Fund of the Marin Community Foundation. The Buck Open Space Fund would provide over \$5 million to the Open Space District which supported the purchase of 14 properties between 1988 and 1995. The District acquired more land in 1995 (2,426 acres) than any other year of its existence. By 1997, the Open Space District’s land totaled just over 13,000 acres in 32 preserves.

As the District moved into the late 1990s and 2000s, the focus shifted from land acquisition towards stewardship of owned lands and smaller additions to existing open space preserves. As the District’s land holdings have increased, so too has the necessity of its maintenance and operations budget to increase proportionately, leaving less funds for acquisition. In 2012 the voters of Marin County adopted a new Measure A (Marin County Ordinance 3586) which levies

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<sup>36</sup> This name would be changed in 1974 to the Marin County Open Space District to reflect the agency’s focus on land preservation.

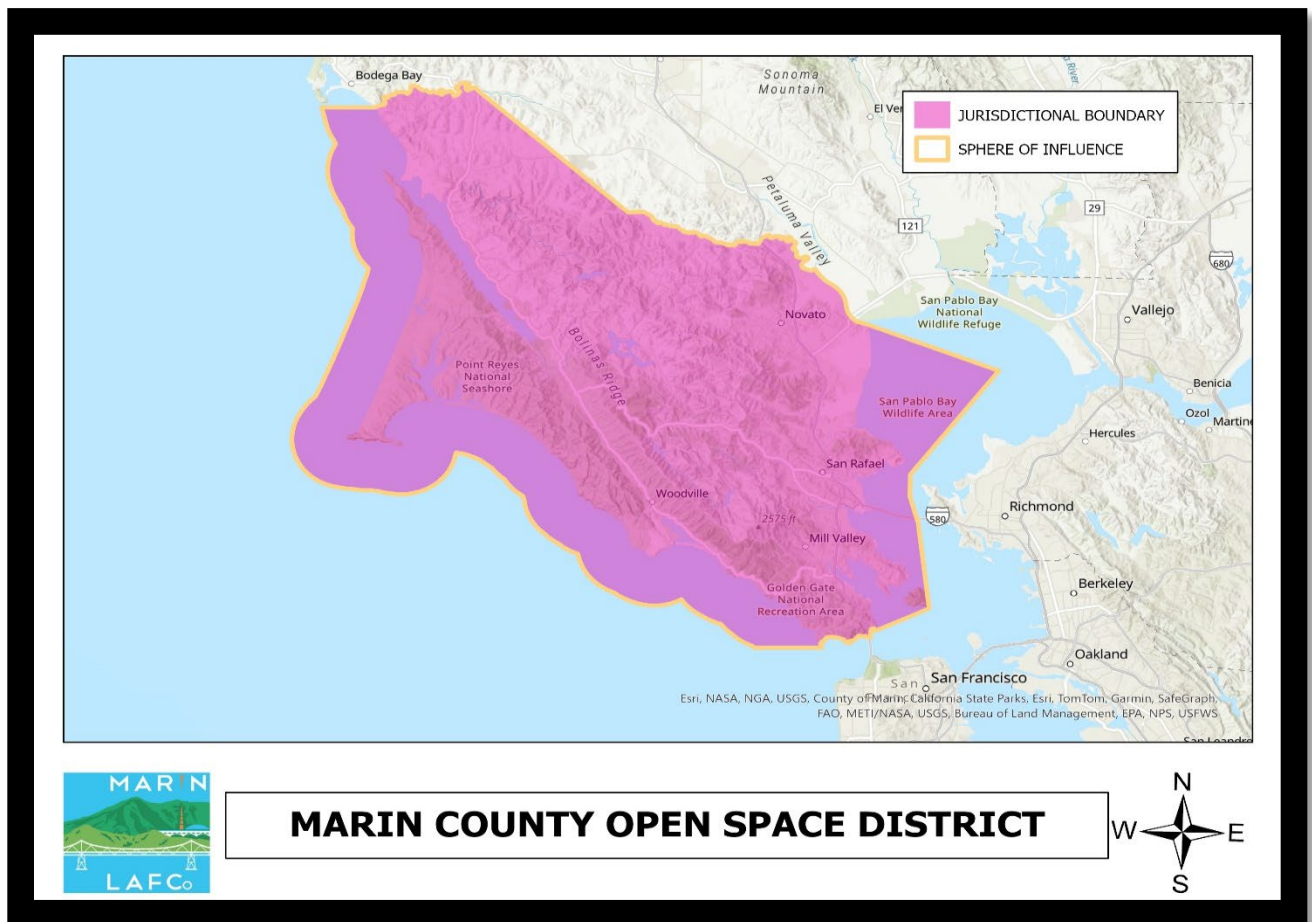
a one-quarter cent sales tax throughout Marin County. This tax was reapproved 10 years later in 2022, and includes the following goals for the funding to both the District and Marin County Parks:

- Preserve the quality of life and maintain open space, parks, and farmland with money that cannot be taken by the state from Marin County.
- Protect streams, baylands, natural areas, and wildlife habitat.
- Manage vegetation to preserve biodiversity and reduce wildfire risk.
- Repair and replace deteriorating park facilities.
- Maintain and enhance walking, hiking, biking, and equestrian trails.

### 7.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Marin County Open Space District’s jurisdictional boundary is coterminous with the jurisdictional boundary of the County of Marin, and totals 606 square miles (lands and water). The District’s sphere of influence is coterminous with its jurisdictional boundary. The sphere of influence was originally established on June 7<sup>th</sup>, 1983, by Marin LAFCo and has not been amended since that time. A map of the District’s jurisdictional boundary and sphere of influence can be seen below in Figure 7-1.

**Figure 7-1: Marin County Open Space District Jurisdictional Boundary and Sphere of Influence**



## 7.4 GROWTH AND POPULATION

The jurisdictional boundary of the Marin County Open Space District is coterminous with the established legal boundary of the County of Marin. The total population of Marin County is 252,959<sup>37</sup>. This total population figure is a decrease of 2,511 residents from the prior year. The County has realized population decreases annually since 2017 with the average annual percentage change during that time being -0.48%. Despite this trend, the Association of Bay Area Governments (ABAG) projects the population of Marin County to grow by 12% by 2040 to a total population of 283,000.

## 7.5 MUNICIPAL SERVICES

The Marin County Open Space District provides the services of open space acquisition and management. The District currently owns and manages approximately 16,000 acres of land that include 34 open space preserves that are accessed through unpaved roads and trails from over 300 formal trailheads. The District also holds conservation easements on approximately 3,000 acres of private lands. The preserves range in size from 8 acres to over 1,600 acres. The District breaks the preserves down into 6 regions across the county for planning purposes. Each region, with its corresponding preserves, are listed below:

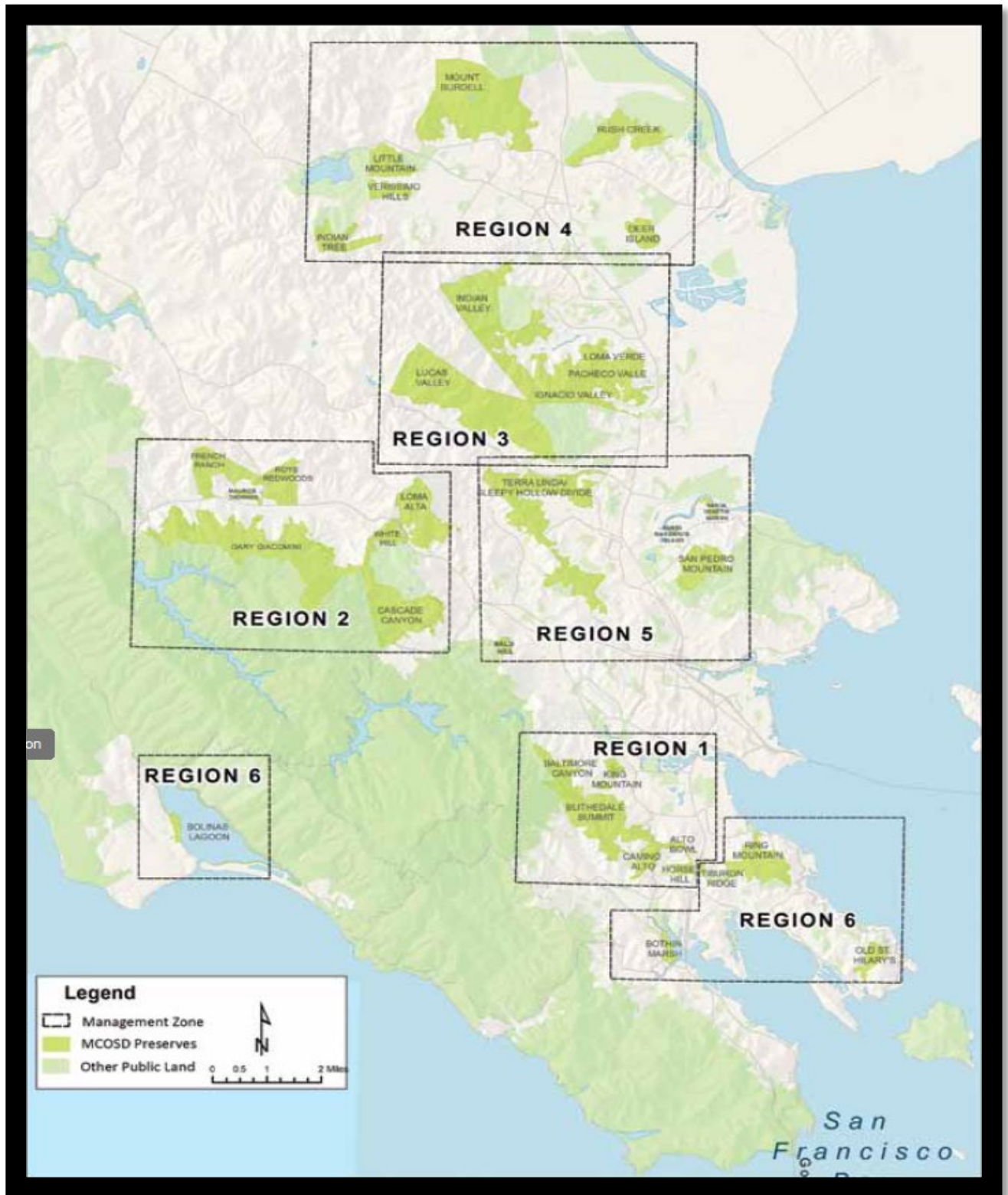
- **Region 1: Alto Bowl, Baltimore Canyon, Blithedale Summit, Camino Alto, Horse Hill, King Mountain**
- **Region 2: Cascade Canyon, French Ranch, Gary Giacomini, Loma Alta, Maurice Thorner Memorial, Roy's Redwoods, White Hill**
- **Region 3: Ignacio Valley, Indian Valley, Loma Verde, Lucas Valley, Pacheco Valley**
- **Region 4: Deer Island, Indian Tree, Little Mountain, Mount Burdell, Rush Creek, Verissimo Hills**
- **Region 5: Bald Hill, San Pedro Mountain, Santa Margarita Island, Santa Venetia Marsh, Terra Linda/Sleepy Hollow Divide**
- **Region 6: Bolinas Lagoon, Bothin Marsh, Old Saint Hilary's, Ring Mountain, Tiburon Ridge**

A map of the preserved in each region can be seen below in Figure 7-2.

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<sup>37</sup> [California Department of Finance Population and Housing Estimate January 1, 2023.](#)

Figure 7-2: Marin County Open Space District Preserves Map





Through the County of Marin, the District employs approximately 40 full-time employees and 18 seasonal employees. The Director of the Marin County Parks Department also serves as the General Manager of the District. These staff members provide the resource management and maintenance of the District’s lands while also having the responsibility of planning for and acquiring new land, conservation easements, and trail easements. They also provide nature interpretation services, primarily through a schedule of over 100 free, naturalist-guided walks annually. Additional land management services provided through the District include vegetation and fire fuels management, road and trail system management, and scientific research.

## 7.6 ORGANIZATION STRUCTURE

### Board of Supervisors and Parks and Open Space Commission

As a dependent special district, the Marin County Board of Supervisors serves as the District’s governing body. The five-member Board of Supervisors meets on scheduled Tuesdays every month at 9:00 am in the County of Marin Civic Building located at 3501 Civic Center Drive, Suite 260 in San Rafael. The Board of Supervisors determines policy, adopts annual budgets, fixes salaries, and is responsible for overseeing mandated district functions as carried out by various county departments.

The District also has a local advisory board, the Parks and Open Space Commission. The Board of Supervisors appointed Advisory Board consists of seven members serving two-year terms. The Parks and Open Space Commission acts in an advisory capacity to the Board of Supervisors on matters relating to parks and open space policy and conducts public hearings on parks and open space matters considered for recommendation to the Board of Supervisors. The Advisory board typically meets every other month, unless there is a need to schedule a special meeting for more urgent matters. Advisory Board meetings are typically held at the Marin County Planning Chambers, Room 328, at the Marin County Civic Center.

**Table 7-2: Marin County Board of Supervisors**

Member	Position	Term Expiration
Dennis Rodoni	President	January 2, 2027
Eric Lucan	2 <sup>nd</sup> Vice President	January 2, 2027
Mary Sackett	Vice President	January 2, 2027
Katie Rice	Director	January 2, 2025
Stephanie Moulton-Peters	Director	January 2, 2025

**Table 7-3: Marin County Parks and Open Space Commission**

Member	Position	Term Expiration
Carolyn Lown	Member	June 30, 2024
Erika Lovejoy	Member	June 30, 2025
Joe Burns	Second Vice-Chair	June 30, 2025
Joe Meylan	Member	June 30, 2025
Michael Dyett	Chair	June 30, 2024
Pat O’Brien	Member	June 30, 2025
Yolanda Oviedo	Vice-Chair	June 30, 2024

## Staffing and District Operations

As a dependent district of the County, all administrative services are provided by County departments, including legal counsel and compilation of financial transaction reports for the State Controller's Office required under Government Code Section 53891. Marin County Open Space District is provided general oversight and management by the Marin County Parks Department with input and project guidance from the Marin County Parks and Open Space Commission.

### 7.7 ACCOUNTABILITY AND TRANSPARENCY

When conducting service reviews, LAFCo considers an agency's accountability for community service needs, including governmental structure, operational efficiencies, financial resources, and promoting public access. Currently, Marin County Open Space District offers information about its services, meetings, finances, and the decision-making processes, with the Parks and Open Space Commission serving as the primary conduit between the community, Marin County Parks staff, and the Board of Supervisors. The advisory board has a dedicated webpage on the Marin County Parks website where current and past agendas and minutes, current board membership, and contact information are posted in accordance with the Brown Act. In addition, meetings are properly noticed and time is provided for public comment at each meeting.

### 7.8 FINANCIAL OVERVIEW

Almost all of the annual revenue for the Marin County Open Space District comes from property taxes. The District receives just under 1% of every dollar of property tax received by Marin County. Property tax revenues for the Open Space District, as a separate legal entity from the County of Marin, bypass the General Fund and come directly to the District, as do revenues for other special districts and County Service Areas. Property tax revenues support the basic operations but, in general, are insufficient on a year-to-year basis to enable the District to pursue significant land acquisitions. Grant funding is pursued when a possible acquisition has been identified. At the end of FY 21-22, the Marin Open Space District Board had designated a \$6 million contribution toward the proposed acquisition of the Martha Co. property in Tiburon and \$1.85 million toward the acquisition of the Smith Property at Buck's Landing in San Rafael. The District is hopeful the Martha Co. property acquisition could be completed by the end of 2024. Within the District's annual budgets, over the course of the study window (past 5 fiscal years) the most significant budgeted expenditures are road and trail management, vegetation management and fire fuel reduction, public engagement and equity, and administration. The approved expenditure budget for the District for FY 2023-24 is \$10,992,969. The audited financial statements for the Open Space District Fund can be found in the County's Annual Comprehensive Financial Report (ACFR). The most recent ACFR for the County is for the fiscal year ended June 30, 2022. The District had an end-of-year fund balance at the time of

\$10,979,661. A breakdown of the District’s financial statements can be seen below in Table 7-4. The anomalously large Capital Outlay expenditure seen in FY 2019-20 was for the acquisition of 242.16 acres of the Bowman Canyon Ranch on the western boundary of the Mount Burdell Preserve.

**Table 7-4: Open Space District Fund Financials**

Fiscal Year	2017-18	2018-19	2019-20	2020-21	2021-22
<b>Revenues</b>					
Taxes	\$7,510,488	\$7,989,298	\$8,312,340	\$8,712,277	\$9,326,320
Licenses and Permits	-	\$7,731	\$4,441	\$7,783	\$4,727
Intergovernmental	\$50,839	\$168,178	\$33,878	\$33,526	\$33,293
Charges for Services	\$3,968	\$1,030	-	\$1,269	\$13,422
From Use of Money and Property	\$103,625	\$236,374	\$199,584	\$29,641	(\$77,575)
Miscellaneous	\$74,389	\$130,344	\$348,228	\$246,466	\$179,008
<b>Total Revenues</b>	<b>\$7,743,309</b>	<b>\$8,532,955</b>	<b>\$8,898,471</b>	<b>\$9,030,962</b>	<b>\$9,479,195</b>
<b>Expenditures</b>					
General Government	\$461,862	\$431,700	\$420,034	\$268,383	\$293,499
Recreation and Cultural Services	\$6,695,431	\$7,024,964	\$7,849,591	\$8,139,928	\$7,819,021
Capital Outlay	\$260,248	\$225,972	\$3,642,344	\$313,948	\$157,298
<b>Total Expenditures</b>	<b>\$7,417,541</b>	<b>\$7,677,928</b>	<b>\$11,911,969</b>	<b>\$8,722,259</b>	<b>\$8,269,818</b>
<b>Excess (Deficiency) of Revenues Over (Under) Expenditures</b>	<b>\$325,768</b>	<b>\$855,027</b>	<b>(\$3,013,498)</b>	<b>\$308,703</b>	<b>\$1,209,377</b>

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## 8.0 MARIN HEALTHCARE DISTRICT

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### 8.1 OVERVIEW

The Marin Healthcare District<sup>38</sup> (MHD) was established in December of 1946 as an independent special district under The Healthcare District Principal Act, which is the Local Health Care District Law (Government Code §32000, et seq.). It is currently one of 74 healthcare districts in the State of California. The District’s jurisdictional boundary encompasses just under 446 square miles, which makes up all of the land area of Marin County excluding the greater Novato area. The last municipal service review that included Marin Healthcare District was conducted in 2011.

While healthcare districts meet the definition of “special district” subject to LAFCo authority, LAFCo’s authority in relation to healthcare services is seldom necessitated. The only tangible connection would be employed under a worst-case scenario in which Marin Healthcare District was to be dissolved. As such, the inclusion of the District in this report is primarily to summarize and describe the institutional context in which Marin Healthcare District provides its services and to comply with the study and determination mandates of the Cortese-Knox-Hertzberg Act.

**Table 8-1: Marin Healthcare District Overview**

Marin Healthcare District			
<b>Primary Contact:</b>	David Klein, M.D.	<b>Phone:</b>	(415)-464-2090
<b>Mailing Address:</b>	100-B Drake’s Landing Road, Suite 250, Greenbrae, CA 94904		
<b>Formation Date:</b>	December 9, 1946		
<b>Services Provided:</b>	Healthcare Services		
<b>Service Area:</b>	285,380 acres	<b>Population Served:</b>	≈256,018

### 8.2 FORMATION AND DEVELOPMENT

The provision of organized public healthcare in Marin County can be traced back to the late 19<sup>th</sup> century, long before the Marin Healthcare District’s enabling legislation had even been authored. From approximately 1850 to 1880, Marin County had no public hospital. During this time, the only publicly supported hospital in Marin was at San Quentin State Prison. The facility served the inmates but was not typically available to the general public. As such, Marin residents relied on limited local private medical services or headed to San Francisco for more specialized levels of care. At this juncture, the Marin County budget included a hospital fund to be used by indigents in need of medical services. The authenticity of each individual’s hardship and the funding to be awarded was decided by a vote of the Board of Supervisors on a case-by-case basis.

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<sup>38</sup> Originally established as the Marin County Hospital District

In 1880, the Marin County Board of Supervisors voted to establish a county farm to house and care for the ill as well as the indigent elderly. The facility, known as the Marin County Hospital and Poor Farm<sup>39</sup>, was constructed in Lucas Valley on the site of what is now the Marin County Juvenile Hall and County Parks Field Office. While the hospital served its most basic purpose, its location came under scrutiny in the early 1900s being a good distance away from the main urban hub of San Rafael. In 1905, three doctors founded the non-profit San Rafael Cottage Hospital located at the intersection of 5<sup>th</sup> street and what is now Lincoln Avenue.<sup>40</sup> Originally known as the Cottage Hospital, the facility was renamed the San Rafael General Hospital in 1947<sup>41</sup> and when initially opened, was the picture of a modern medicinal institution.

Discussion continued for several years on the need for a centrally located county hospital, however, up until the 1940s the Board of Supervisors maintained that it was not the right time for the county to invest in buildings to house a county hospital.<sup>42</sup> Meanwhile, across the western part of the United States, rapid industrialization was creating more employment opportunities and more attractive job markets, with many family members moving to employment outside the home and consequently not so readily available to care for the sick. Despite this, the number of hospital beds was not growing at the same rate as the population. This shortage of facilities was exacerbated by the return of thousands of U.S. soldiers in need of regular medical treatment and hospitalization following World War II service. To respond to the inadequacy of acute care services in the non-urban areas of the state, the California legislature enacted the Local Hospital District Law (section 32000 et seq. Of the Health and Safety Code) in 1945. The intent of the law was to give rural, low-income areas without ready access to hospital facilities a source of tax income that could be used to construct and operate community hospitals and healthcare institutions, as well as recruit physicians and support their practices in medically underserved areas.

At the November election in 1946, the voters of Marin County approved the formation of the Marin County Hospital District. The following month, the District would officially be formed when the Marin County Board of Supervisors appointed the original five Board of Directors for the District, with one member residing in each of the five supervisorial districts. In 1949, Marin County was awarded a \$1.346 million federal grant contingent on the County raising an additional \$800,000. An election for a bond to raise these funds was successful and was used in part to purchase the site for the future Marin General Hospital in Greenbrae. On June 11, 1950, ground was broken on Bon Air Hill for the new hospital, and on May 25, 1952, Marin General Hospital opened as a four-story, 104-bed acute care facility. The District initially included all of Marin County until 1959 when the voters of the greater Novato area voted to withdraw from the District.

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<sup>39</sup> The facility was deemed to need reinforcement to remain earthquake safe in the mid 1950s. After two efforts in the early 1960s to pass bond measures failed, the patients were transferred and the unused buildings were eventually torn down.

<sup>40</sup> At the time, Lincoln Avenue was known as Petaluma Avenue.

<sup>41</sup> San Rafael General Hospital would close in 1966.

<sup>42</sup> The *Sausalito News*., June 1, 1939.

In 1961, the first major addition to Marin General Hospital was completed adding space for 116 additional beds. In 1965, the Marin General Hospital Foundation was formed<sup>43</sup>. The Foundation is a nonprofit organization responsible for securing charitable donations for capital investments, programs, services, and new technologies. In 1981, the District issued a government obligation bond to build a new wing for the hospital<sup>44</sup>, which would add 78 beds. It would be completed and open in 1986.

In December of 1985, the District executed a 30-year lease with Marin General Hospital Corporation (MGH Corp.), which was organized as a private, non-profit 501(c)(3) corporation. Under the agreement, MGH Corp. controlled all hospital operations, including patient care, finances, and administration. The District functioned as a landlord, retaining ownership of land and buildings. The District Board of Directors no longer had a direct role in the operation of the hospital. Under the terms of the lease, the Marin General Hospital Corporation received the hospital's cash, accounts receivables, and a lease of the premises for the lease term in return for an annual lease payment equal to \$1.5 million. Shortly after entering into the lease, Marin General Hospital Corporation affiliated with California Healthcare Systems. In 1996, California Healthcare Systems and Sutter Health merged, giving Sutter Health control of Marin General Hospital Corporation.

Relations between the District and Sutter Health quickly proved dysfunctional with lawsuits challenging the lease as well as the affiliation with Sutter. District Board members faced recall elections due to public distrust. The issues between the two entities came to a head in 2006 with a dispute over which agency should bear the responsibility to retrofit Marin General Hospital to comply with seismic standards. Sutter offered to build a new wing to the hospital that would comply with seismic standards, but only upon the renewal of the 30-year lease. The stance of the District's Board was that the current lease required Sutter to comply with the seismic standards without an extension. After competing lawsuits were filed, a settlement and transfer agreement was reached whereby Sutter agreed to terminate the lease no later than July 1, 2010, and the District agreed to bear all of the retrofit obligations. Control of the Marin General Hospital was returned to the Marin Healthcare District<sup>45</sup> Board on June 30, 2010. Upon the transfer, the District's Board updated its bylaws stating the following:

“The District will assume the role of sole corporate member of MGH Corporation effective June 30, 2010, and will thereupon enter into a relationship with MGH Corporation based on the parent/affiliate relationship established by corporate membership and new bylaws to be adopted by MGH Corporation. The Healthcare District is therefore committed to fulfilling its role with regard to MGH both as corporate parent and facility owner. It is the policy of the District, however, to confer no authority or powers of the District inherent in the District's public agency status to MGH Corporation, and the District retains all of those powers and authorities granted to

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<sup>43</sup> Now known as MarinHealth Foundation.

<sup>44</sup> This wing is now Cedar Pavilion.

<sup>45</sup> In 1993, the State Legislature amended hospital district enabling legislation renaming hospital districts “healthcare districts” and expanding the definition of healthcare facilities to reflect changes in medical practice in which healthcare was taking place more and more as an outpatient service.

the District by the State by reason of its status as a political subdivision of the State of California. The District is committed to exercise its oversight authority as both corporate parent and facility owner consistent with the best interests of the healthcare needs of the residents of the District and consistent with the need for long term successful operations of MGH and other healthcare pursuits of the District.”

Following the transfer of control, a single management team (including Chief Executive Officer, Chief Financial Officer, Chief Fund and Business Development Officer, and Chief Human Resources Officer) assumed staff responsibilities for both boards. Under the new bylaws, the District board gained oversight authority on fundamental hospital issues and required MGH Corp to provide regular public reporting on a range of operational issues. District Board approval was required for hospital-related actions that primarily affect hospital ownership status, while the MGH Corp Board retained responsibility for overseeing the hospital’s operations, patient safety, patient/physician/employee satisfaction, and strategic planning.

MGH Corp is governed by a fifteen-member board of professionals in medicine, business, finance, healthcare administration, or other related field. At the time of the transfer, the Board was eleven-members who were appointed by the Healthcare District Board of Directors in July of 2010. Following these initial appointments, the Board of the MGH Corp nominates and approves its own directors, subject to additional, approval by the District Board. The principle advantage to this form of governance is to assure professional expertise in business, medicine, finance, and other relevant fields as well as diversity of representation for guidance of complex hospital operations. A five-member board elected at large would be unlikely to embody this range of knowledge and experience. The MGH Corp Board is accountable to the District Board and the District Board is accountable to the public. The intent is to assure both political accountability and broad technical expertise in the District’s governance with both components necessary to maintain public confidence.

Following the transfer, the District was faced with the sizeable task of seismic retrofitting for the hospital. While the initial principal advantage of a district hospital was its ability to levy taxes without a vote of the people, that advantage was lost with the passage of Proposition 13 in 1978 along with later laws limiting taxation without super-majority approval. In 2013, the District sent Measure F to the ballot in hopes of having the voters approve the issuance of \$394 million in bonds earmarked for a 300,000-square-foot replacement building with two wings in order to address the State’s seismic requirements, as well as a 100,000 square foot ambulatory services building, two new parking structures with 919 spaces, and a 662 square foot additional building structure on the hospital campus. The measure received 68.4% of the vote at the November 5, 2013 election and was approved. As an additional layer of public transparency, the District created a Citizens Bond Oversight Committee that was comprised of six members for the purpose of informing the public about expenditures of Measure F bond funds and ensuring that proceeds were expended for the purposes described in Measure F.

Following this vote, in November of 2014, a renewal of the lease agreement between the District and MGH Corp went to the voters in the form of Measure R, and received 79% of the vote and was approved for an annual lease of \$500,000. The 30-year lease agreement runs through 2045.

The bond funds would be issued in two separate installments. The first, issued in November of 2015 for \$170 million, was used for the construction of the parking structure and for design and site improvements preparatory to the commencement of the construction of the new hospital facility. The second issuance was in September of 2017 for \$224 million and was dedicated to the construction of the new hospital facility. On July 28, 2016, following the completion of the hospital's new 5-level parking structure, ground was officially broken for the new 260,000-square-foot hospital replacement building. The new building, known as Oak Pavilion, was completed and opened in September of 2020.

In early 2018, Marin General Hospital and the University of California, San Francisco (UCSF) announced the agreement of a 10-year strategic alliance. Both parties were very clear in stating that the agreement was neither a merger nor an acquisition of any sort, but rather the broadening of an already growing collaboration between the two entities with the two having already engaged in the collaborative relationships of a neonatal intensive care unit, neurosurgery, pediatric care, and cardiac surgery. While the bonds that had been approved for Marin Healthcare District in 2013 had provided a significant amount of the necessary funding for the planned facility renovations, there remained a funding gap for the final piece of the renovation plan in the ambulatory services building and second parking structure. While no direct mention was ever made of financial assistance in this matter from UCSF, a Marin Healthcare District Board Member did state that the strategic alliance would make Marin General appear more creditworthy to lenders should the time come to pursue revenue bonds.<sup>4647</sup>

In July of 2019, Marin General Hospital rebranded as MarinHealth Medical Center, and its affiliated Prima Medical Foundation and the Marin General Hospital Foundation rebranded as MarinHealth Medical Network and MarinHealth Foundation, respectively.

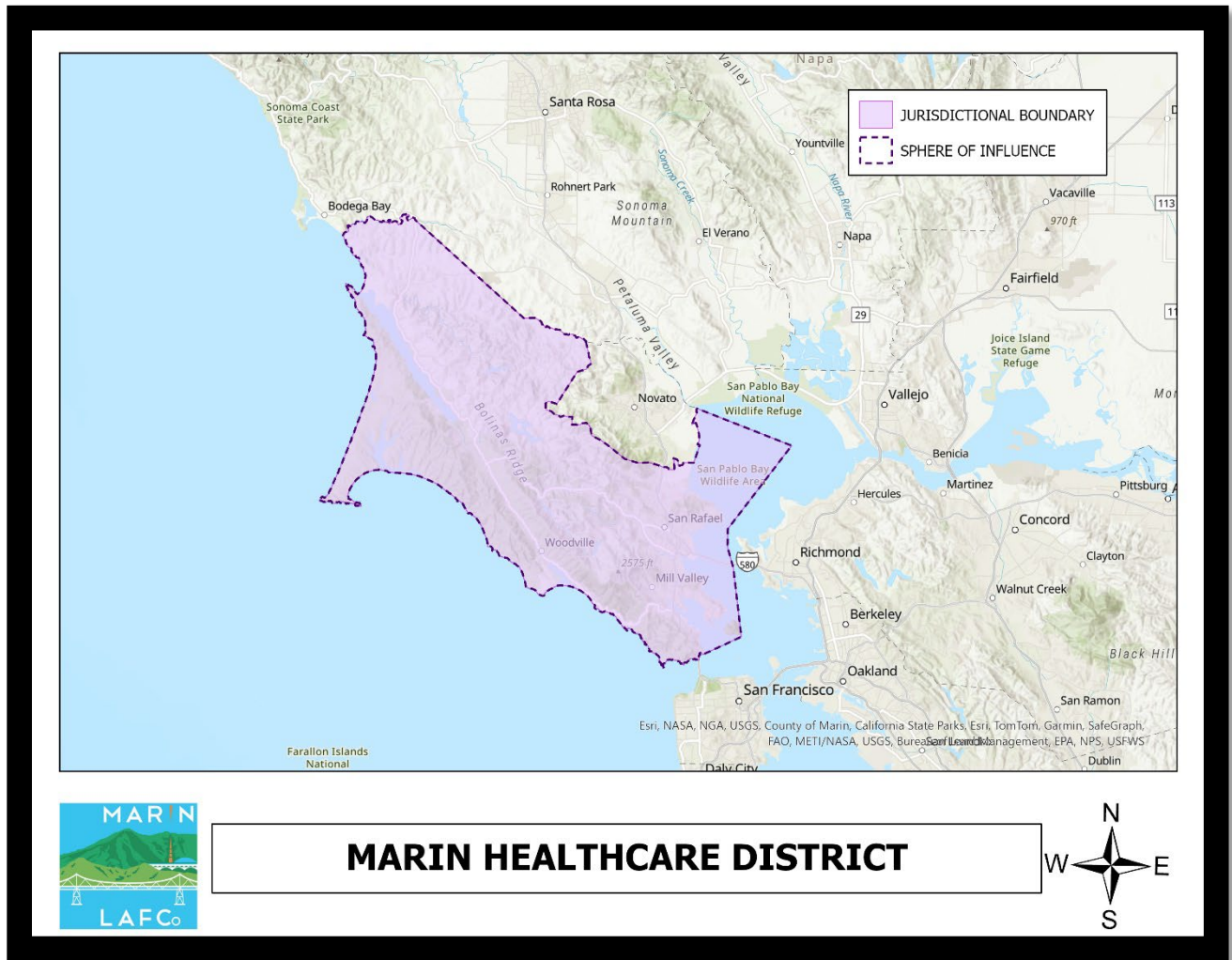
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<sup>46</sup> [Marin Independent Journal, March 23, 2018; Marin General Hospital forges alliance with UCSF](#)

<sup>47</sup> As required by the MarinHealth Medical Center's bylaws, Section 10.1(d), the issuance of revenue bonds requires the approval the Marin Healthcare District Board. In 2018, the District approved the issuance of \$159 million in revenue bonds by MarinHealth Medical Center. In 2023, the District Board approved another round of revenue bonds by MarinHealth Medical Center totaling \$100 million.



**Figure 8-1: Marin Healthcare District Jurisdictional Boundary and Sphere of Influence**



### 8.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

The Marin Healthcare District’s jurisdictional boundary encompasses approximately 446 square miles of both incorporated and unincorporated Marin County. The District’s boundary includes all of Marin County except for the area that comprises the boundary of the Novato Fire Protection District as the voters in this area removed themselves from the District in 1959.

The District’s sphere of influence was established by Marin LAFCo in 1984 as being coterminous with its jurisdictional boundary. The sphere was last reaffirmed in 2011.

### 8.4 GROWTH AND POPULATION

The Marin Healthcare District’s boundary includes ten of the eleven incorporated towns/cities in Marin County (Belvedere, Fairfax, Corte Madera, Larkspur, Mill Valley, Ross, San Anselmo, San Rafael, San Anselmo, Sausalito, Tiburon) as well as all of the unincorporated census-designated place communities with the exception of Black Point – Green Point. While the greater Novato area is not technically within the boundary of the Marin Healthcare District, the

residents in that area still take part in the services that the District provides and, as such, the whole of Marin County will be given consideration in this section for the District. The U.S. Census Bureau gives a current population estimate for Marin County of 262,321. Since 2010, the County as a whole has seen a total population growth of 9,912, an increase of 3.9%. The population change data for the cities, towns, and census-designated places within the District’s boundary from 2010 to 2020 can be seen below in Table 8-2.

**Table 8-2: Municipality and Census-Designated Place Population Change Within MHD**

Community Name	2010	2020
City of Novato	51,904	53,225
City of Belvedere	2,068	2,126
Town of Corte Madera	9,253	10,222
Town of Fairfax	7,441	7,605
City of Larkspur	11,962	13,064
City of Mill Valley	13,903	14,231
Town of Ross	2,415	2,338
Town of San Anselmo	12,336	12,830
City of San Rafael	57,713	61,271
City of Sausalito	7,061	7,269
Town of Tiburon	8,962	9,146

The remaining development potential within each of the planning areas within the District’s boundary (both incorporated and unincorporated), while relatively minimal based upon the number of remaining undeveloped parcels zoned for residential development, has experienced recent changes with the majority of the Cities/Towns as well as Marin County itself having adopted updated housing elements that included planning for accommodations of the housing mandates from the State. The Association of Bay Area Governments (ABAG) has designated a need for a total of 3,569 additional housing units in unincorporated Marin County by 2031 within the Regional Housing Needs Allocation (RHNA) plan. This number is 907 units shy of what Marin County had deemed as the total buildout for unincorporated Marin County. Meanwhile, the additional housing unit mandates for each of the incorporated spaces within the District’s boundary create a sum total of 9,971<sup>48</sup> and are as follows:

- City of Belvedere – 160
- Town of Corte Madera – 725
- Town of Fairfax – 490
- City of Larkspur – 979
- Town of San Anselmo – 833
- Town of Ross – 111
- City of San Rafael – 3,220
- City of Sausalito – 724
- Town of Tiburon – 639

<sup>48</sup> [ABAG Final RHNA Plan](#)

- City of Novato – 2,090
- City of Mill Valley - 865

Assuming that in both unincorporated and incorporated spaces, the total number of housing units (13,540) was constructed, this would theoretically lead to an increase in the population of 32,496<sup>49</sup>.

## 8.5 MUNICIPAL SERVICES

### Healthcare

The Marin Healthcare District is the owner of the hospital known as MarinHealth Medical Center. The facility is the only full-service, acute care hospital in Marin County. The District is granted all of the powers outlined in [California Health and Safety Code §32000 - §32492](#). MarinHealth Medical Center and its affiliate MarinHealth Medical Network provide a wide array of medical services including (but not limited to):

- Pregnancy and Childbirth (the only maternity ward in Marin County)
- Level III Trauma Center and Emergency Department
- Internal Medicine
- Pulmonology
- Stroke Care
- Cancer Care
- Cardiovascular Medicine
- Behavioral Health
- Pediatric Care
- Neurosurgery
- Imaging and Radiology
- Family Medicine
- OB/GYN
- Orthopedics

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<sup>49</sup> Projected population is calculated based on applying the average captured from the 2020 Census for Marin County of 2.4 persons per household to the total estimated in new housing.

Table 8-3 below outlines MarinHealth Medical Center’s key service volume statistics for 2018-2022.

Service	2018	2019	2020	2021	2022
Acute Discharge	9,229	8,658	7,446	8,664	9,578
Acute Patie Days	42,917	42,084	37,204	43,247	49,345
Average Length of Stay	4.65	4.86	5.00	4.99	5.15
Emergenc Departme Visits	35,165	36,526	28,786	33,801	37,084
Inpatient Surgerie	1,899	1,645	1,393	1,573	1,592
Outpatie Surgerie	3,427	3,585	3,306	4,317	5,745
Newbor	1,217	1,233	1,221	1,438	1,506

## 8.6 ACCOUNTABILITY AND TRANSPARENCY

The Marin Healthcare District makes a concerted effort to maintain high accountability and transparency in all its activities. The District website ([marinhealthcare.org](http://marinhealthcare.org)) provides documentation on board meeting agendas and minutes as well as financial reports, services, history, as well as multiple connections to the MarinHealth website for services. Overall the District operates in a transparent manner and is in compliance with applicable State law relative to the posting of meeting agendas and website requirements.<sup>50</sup>

### Board of Directors

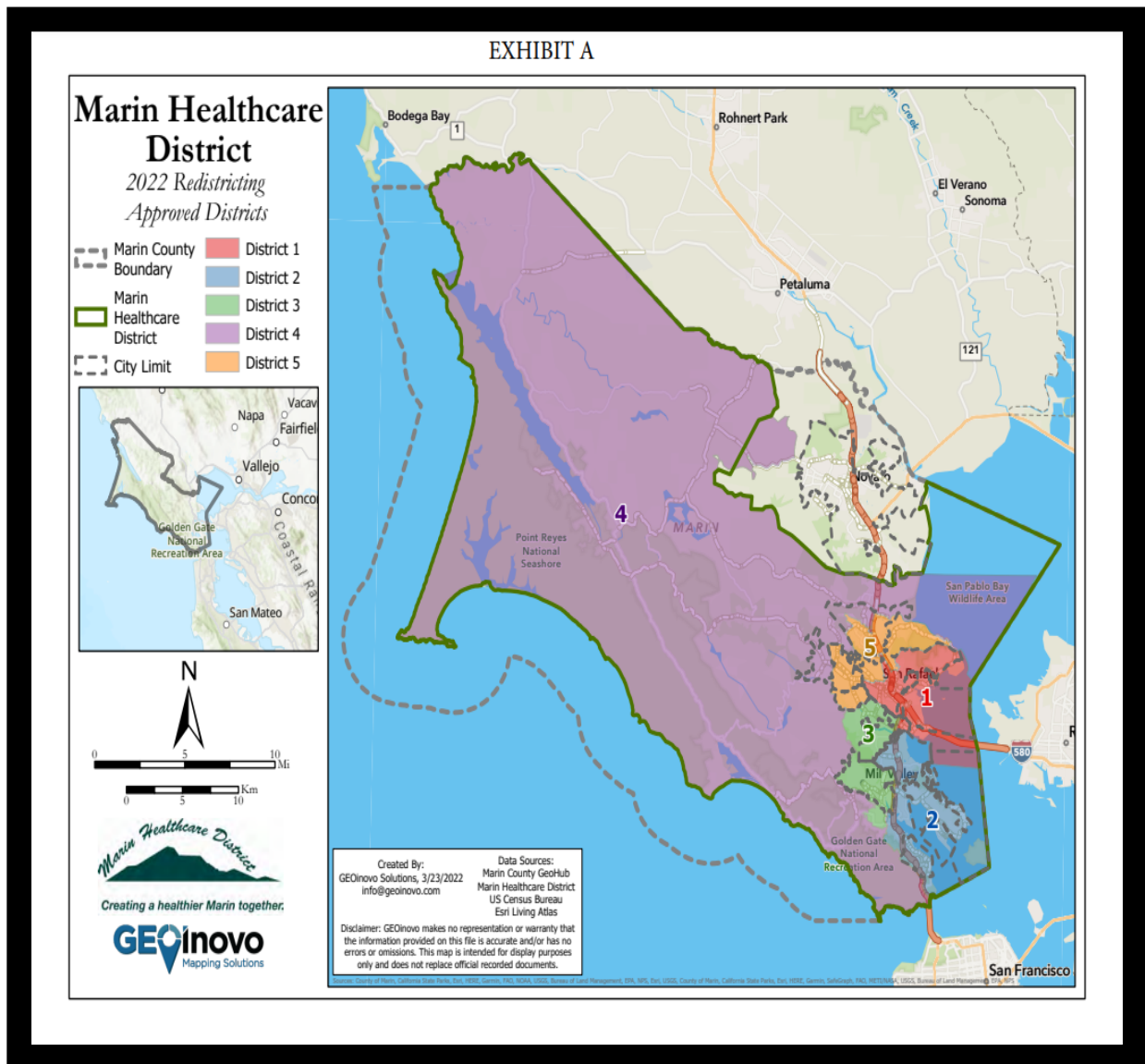
The Marin Healthcare District receives oversight and policy direction by way of a five-member board that is elected to staggered four-year terms with election cycles held in even-numbered years. On March 4, 2022, the District Board adopted Resolution 2022-01 which transitioned the District’s election process from at-large to division-based election, with the first such election taking place in November of 2022. Maps of the District’s electoral divisions can be seen below in Figures 8-2 and 8-3.

<sup>50</sup> Marin LAFCo staff makes a concerted effort to review the majority of the content on the websites of agencies being reviewed, however, does not make any concrete determination on the ADA compliance of all of the documents each agency posts. Transparency reviews are in relation the requirements of public agencies found within the language of Senate Bill 929 (2018), Senate Bill 272 (2015), and specifically in the case of healthcare districts, AB 1728 (2018).

**Table 8-4: Marin Healthcare District Board of Directors**

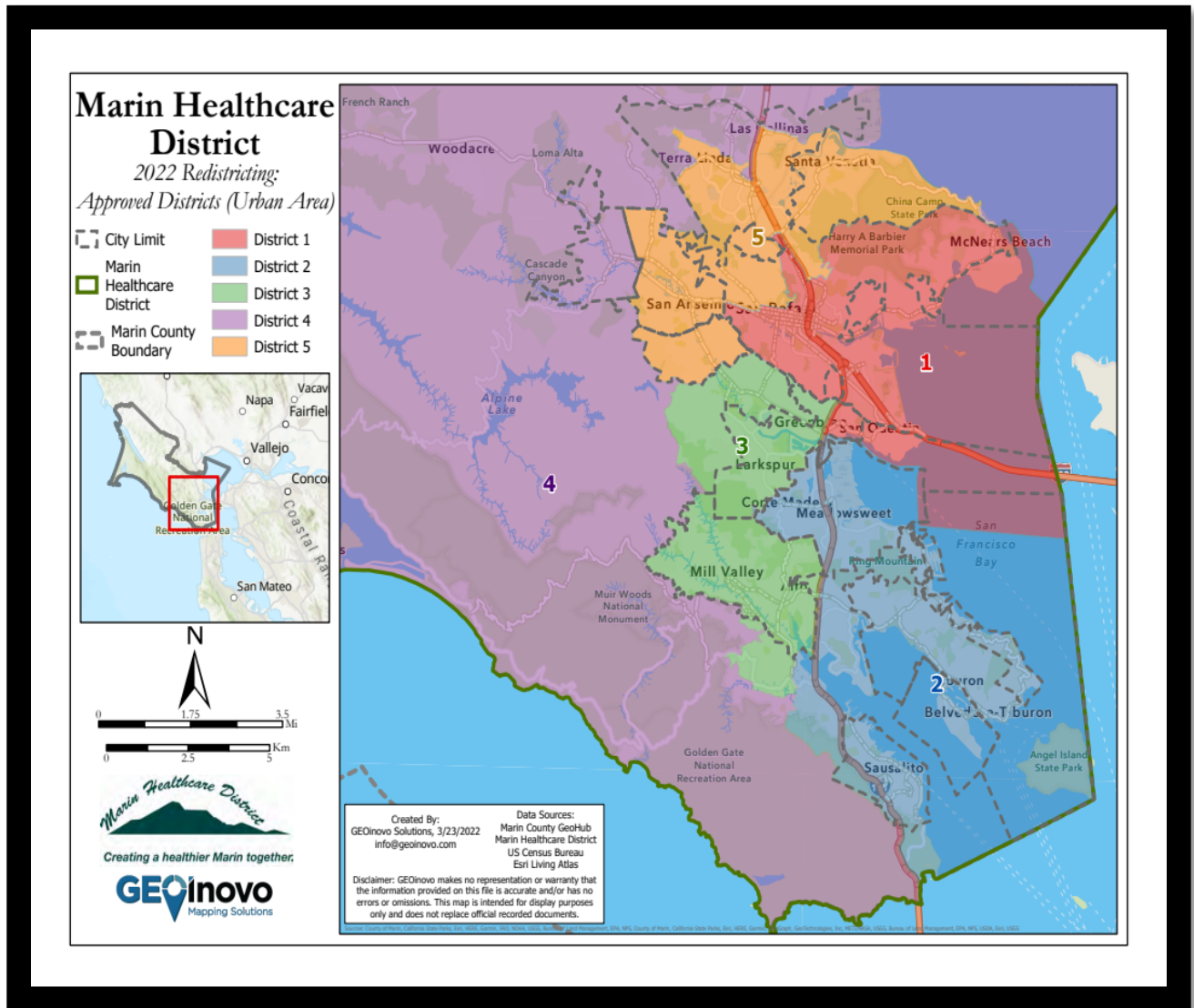
Member	Position	Term Expiration
Edward Alfrey, M.D.	Chair	December 2024
Ann Sparkman, J.D.	Vice-Chair	December 2024
Jennifer Rienks, Ph.D.	Secretary	December 2026
Brian Su, M.D.	Director	December 2026
Samantha Ramirez	Director	December 2026

**Figure 8-2: Marin Healthcare District Voting Divisions<sup>51</sup>**



<sup>51</sup> The northeast area of Division 4 on the map that appears to spill outside of the District’s boundary includes for census blocks that are partially in and partially out of the District. For these census blocks, only the individuals in the shaded area to the west of the boundary line are included in District elections.

Figure 8-3: Marin Healthcare District Voting Divisions (Urban Area Zoom)



## Meeting and Agendas

The Marin Healthcare District Board of Directors meets regularly on the 2<sup>nd</sup> Tuesday of each month at 5:30 p.m. in the MarinHealth Medical Center Conference Center at 250 Bon Air Road in Greenbrae. Special meetings are held as needed to go over specific topics. Meeting agendas and minutes can be found on the District’s website ([marinhealthcare.org/public-meetings](http://marinhealthcare.org/public-meetings)).

## 8.7 FINANCIAL OVERVIEW

The majority of the District’s operating revenues are comprised of rental revenue earned from MarinHealth Medical Center (MHMC), with a minimal amount of other revenues. The base rent is \$500,000 annually, plus an annual Consumer Price Index (CPI) increase. Additional rent is conditional on MHMC achieving certain financial benchmarks. The District receives what is considered nonoperating revenues by way of property tax assessments by Marin County on

District property owners, which is used to make bond interest and principal payments. Property tax assessments are based upon expected debt service for the following year and vary depending on scheduled bond principal and interest payment amounts. Operating expenses for the District are primarily incurred through the conducting of programs such as community healthcare education and support for hospital programs.<sup>52</sup> Table 8-5 below shows the condensed statement of revenue, expenses, and changes in net position for 2019-2022<sup>53</sup>, which are the most recently audited financial statements available. The only debt the District carries is the general obligation bonds previously outlined in this document.

**Table 8-5: Marin Healthcare District Financial Information**

Operating	FY 2019	FY 2020	FY 2021	FY 2022	Averages
Operating Revenues	\$531,124	\$582,339	\$956,814	\$953,945	\$756,056
Operating Expenses	\$1,764,623	\$5,020,327	\$14,890,290	\$12,471,684	\$8,536,731
Operating Loss	(\$1,233,499)	(\$4,437,988)	(\$13,933,476)	(\$11,517,739)	(\$7,780,676)

Nonoperating	FY 2019	FY 2020	FY 2021	FY 2022	Averages
Tax Revenue	\$11,647,284	\$16,497,711	\$16,616,446	\$16,395,037	\$15,289,120
Interest and Investment (loss) income	160,244	\$212,374	(\$56,252)	(\$449,822)	(\$33,364)
Bond Interest Expense	-	(\$3,577,456)	(\$14,305,346)	(\$14,290,575)	(\$10,724,459)
Total Nonoperating revenues	\$11,807,528	\$13,132,629	\$2,254,848	\$1,654,640	\$7,212,411

	FY 2019	FY 2020	FY 2021	FY 2022	Averages
Change in Net Position	\$10,289,201	\$8,694,641	(\$11,678,628)	(\$9,863,099)	(\$639,471)

<sup>52</sup> For the years ending December 31, 2022, 2021, and 2020, operating losses were primarily due to the depreciation incurred by the District.

<sup>53</sup> The District operates on a January 1 – December 31 fiscal year. While typically 5 years of financial data are shown, MHD made a significant accounting change after FY 2017-18 to no longer include revenues and expenses (both operating and nonoperating) from MHMC.

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## 9.0 MARIN MUNICIPAL WATER DISTRICT

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### 9.1 OVERVIEW

The Marin Municipal Water District<sup>54</sup> (MMWD) was established in 1912 as an independent special district under Sections 30000-33900 of the California Water Code. The MMWD boundary surrounds just over 147 square miles of central and southern Marin County. The district serves a population of approximately 206,492<sup>55</sup> persons. The last Municipal Service Review that included MMWD was conducted in January of 2016 as part of the Countywide Water Municipal Service Review.

As a limited-purpose agency, MMWD provides potable water, non-potable water, and public recreation (primarily dedicated to watershed/open space management). The District’s potable water supplies are collected locally from reservoirs that are primarily filled by diverting flows from Lagunitas, Nicasio, and Arroyo Sausal Creeks, with the remainder of the District’s supplies imported from Sonoma County.

**Table 9-1: Marin Municipal Water District Overview**

Marin Municipal Water District			
<b>Primary Contact:</b>	Ben Horenstein	<b>Phone:</b>	(415)-945-1455
<b>Main Office:</b>	220 Nellen Avenue, Corte Madera, CA		
<b>Formation Date:</b>	April 25, 1912		
<b>Services Provided:</b>	Potable Water, Non-Potable Water, Public Recreation		
<b>Service Area:</b>	94,080 acres	<b>Population Served:</b>	≈206,492

### 9.2 FORMATION AND DEVELOPMENT

The Marin Municipal Water District’s history in Marin County reaches all the way back to the mid-19<sup>th</sup> century. With its initial and primary service area of San Rafael’s burgeoning development in the late 1850s due to the connection of the community to San Francisco by way of ferry and railroad service of San Quentin Point, the purchase and subdivision of approximately 1,100 acres to the east of Mission San Rafael necessitated an adequate water supply for the development of the area. The predecessor to Marin Municipal Water District, the Marin County Water Company (MCWC), was formed to meet this need in 1871. MCWC’s initial water source was a spring site located northeast of Mission San Rafael and was accessed after the purchase of the neighboring San Rafael Water Company that served the downtown San

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<sup>54</sup> In 2020, Marin Municipal Water District adopted the new name “Marin Water”. The change was strictly for marketing purposes and no official name change as would be required by Water Code Section 71598 was ever officially adopted by the board. As such, this report will use the more commonly known “Marin Municipal Water District” or “MMWD”.

<sup>55</sup> Population served calculated through the means given in California Code of Regulations Section 64412 by multiplying the number of service connections by 3.3



Rafael Area. The spring produced an estimated 44.8 acre-feet annually. Simultaneously, MCWC was working to establish new and more reliable water sources from Lagunitas Creek in the Mount Tamalpais watershed to accommodate both the growth of the San Rafael community as well as the San Quentin State Prison which opened in 1854.

In 1873, MCWC<sup>56</sup> initiated the service of Lake Lagunitas with the completion of an earth-filled dam and the placement of an eight-inch water main spanning six miles to San Rafael and ten miles to San Quentin. Conceived with the thinking that it alone could sustain the growing water demands of San Rafael, Lake Lagunitas' initial storage capacity was 460 acre-feet. With MCWC's continual expansion of its service area into the developing Ross Valley, however, the supplies being drawn from Lake Lagunitas were becoming severely taxed by the turn of the century. The emergency of seasonal outages combined with perceived inequities in rate setting led to a series of inquiries by the San Rafael City Council and other community groups and pushed local leaders to consider legislation to allow the public to purchase and assume MCWC's water system<sup>57</sup>. This public pressure prompted MCWC to develop two additional reservoirs to capture water from Mount Tamalpais' watersheds: Moore Lake and Phoenix Lake<sup>58</sup>. Despite the additions, local sentiment towards MCWC remained soured and after being elected to the California State Assembly, George Harlan led the creation and passing of the Municipal Water District Act of 1911, which specifically allowed for the creation of public agencies spanning both incorporated and unincorporated areas to provide potable water service.

Shortly after the passage of the Municipal Water District Act of 1911, local landowners petitioned the State Legislature for the formation of a new municipal water provider and in November of 1911, voters approved the formation of a new water district. In April of 1912, with a jurisdictional boundary that spanned approximately from San Rafael to Sausalito, the Marin Municipal Water District officially began operations. The District established a 13-member Board of Directors divided between five elected members and eight appointed members from the seven incorporated communities (Belvedere, Larkspur, Ross, Mill Valley, San Anselmo, San Rafael, and Sausalito) and the County of Marin. In August of 1915, an election was held wherein the voters approved the sale of up to \$3 million in bonds which were subsequently used to purchase MCWC, which had been renamed as the Marin Water and Power Company (MWPC) in August of 1908, as well as the North Coast Water Company – the service provider to Mill Valley – along with approximately 5,500 acres of watershed on Mount Tamalpais. With the addition of this large swath of land, MMWD established a park ranger program in 1917 in order to enforce rules and regulations with respect to public access and uses within District-owned lands.

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<sup>56</sup> Information on the establishment and subsequent development of the MCWC and its water supplies is drawn from two complimentary sources: (a) "Mount Tamalpais and the Marin Municipal Water District" by Jack Gibson and (b) "The Old Company: The History of Water Development in South Central Marin County," by Robert W. Lethbridge.

<sup>57</sup> At this time, State law did not allow a public utility to operate water services in both incorporated and unincorporated areas.

<sup>58</sup> Moore Reservoir was taken offline by MMWD in the 1960s. Phoenix Reservoir remains online with its original holding capacity of 411 acre-feet and used as one of two MMWD emergency reservoirs due to high pumping costs.

In 1919, the District completed the construction of the Alpine Dam off of Lagunitas Creek that created Alpine Lake. Alpine Lakes' initial capacity was 3,121 acre-feet. The lake was enlarged in 1941 to the capacity of 8,891 acre-feet at which it remains today. Later that same decade, the District completed the construction on the Bon Tempe Dam and Reservoir off of Lagunitas Creek (1948). The reservoir has a storage capacity of 4,107 acre-feet.

In 1952, MMWD purchased and assumed the water service responsibilities for the San Geronimo Valley Water Company along with the rights to Nicasio Creek. In November of 1956, local voters approved a \$12.6 million bond to provide funding for several projects, most notably the construction of the Nicasio Dam off of Nicasio Creek. The resulting Nicasio Reservoir was initially filled in 1960 and has a current capacity of 22,430 acre-feet. The bond measure would also go on to fund the construction of water treatment plants at San Geronimo and Bon Tempe as well as the construction of the MMWD administrative offices in Corte Madera. In 1953 the District also completed the construction of Peters Dam off of Lagunitas Creek which created Kent Lake. Kent Lake would go on to be enlarged in 1982 to a capacity of 32,895 acre-feet, making it the largest reservoir in MMWD.

In 1975, MMWD entered into an agreement with the Sonoma County Water Agency for the transmission of off-peak water supplies from the Russian River. The agreement, as well as the update in 1996, provides MMWD an annual allocation of up to 14,300 acre-feet. In 1976, Marin County would be impacted by one of the most notable droughts in its recorded history, lasting well through 1977. In response, MMWD would reach an agreement with outside agencies to receive up to 10,000 acre-feet of emergency supplies from the State Water Project. The District would also construct a temporary 24-inch transmission line across the San Rafael-Richmond Bridge and receive approximately 5,000 acre-feet of water between June and December 1977. The transmission line would be removed the following year. Feeling the impacts of the recent drought, the District completed the construction of an additional dam and reservoir, the Soulajule Dam/Reservoir, in 1979 as an emergency supply through diversions from Walker Creek. The holding capacity of Soulajule Reservoir is 10,572 acre-feet.

With an eye toward conservation and stewardship, MMWD would adopt a formal policy in 1995 to guide the management of the District's watershed resources on Mount Tamalpais. The document, Mount Tamalpais Vegetation Management Plan, would be fully updated in 2008. Additionally, in 2005, the District created and adopted the Mount Tamalpais Watershed Road and Trail Management plan as a guiding document to manage all of the Watershed's roads and trails.

In early 2001, MMWD would undertake studies to evaluate the application of desalination as a possibility to supplement the District's water supply. A preferred desalination plant alternative was ultimately identified through the studies that would provide up to 15 million gallons per day from the San Rafael Bay. MMWD would adopt an environmental impact report for the potential project in December of 2008. The board would ultimately put the project on hold in April of 2010. In August of 2010, the board placed Ordinance 418 on the ballot for the November election. The ordinance, titled on the Ballot as Measure S, stated that the district would require voter approval before District Board could approve the construction or the financing for

construction of any desalination facility. The measure passed with 77% support. Discussions surrounding desalination remained fairly dormant until Marin County faced another significant drought in 2021, as District reservoirs dropped near 10% of total storage capacity. Winter of 2021 would provide a significant reprieve from the drought conditions, filling Marin’s reservoirs to capacity, and once again putting the necessitation of a temporary emergency desalination facility on hold. The District states that it continues to investigate the possibility of a permanent desalination facility both as a facility just serving MMWD, as well as a possible partnership with other agencies that would ultimately be a regional facility<sup>59</sup>.

### **9.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE**

Marin Municipal Water District’s service boundary currently encompasses just over 147 square miles and covers 94,080 acres of both incorporated and unincorporated Marin County. This total acreage equates to approximately one-fifth of Marin County’s total jurisdiction. The lands within the District’s boundary are approximately 40% incorporated and 60% unincorporated territory. Since LAFCos were created in 1963 and Marin LAFCo assumed responsibility in overseeing the District’s service area, the jurisdictional boundary has grown by approximately 10%. There have been 24 recorded boundary changes to MMWD in this timeframe, with the most significant as far as total acreage is concerned being the detachment of 980 acres comprising the former Hamilton Air Force Field from the district as part of a negotiated reorganization with North Marin Water District in 2002.

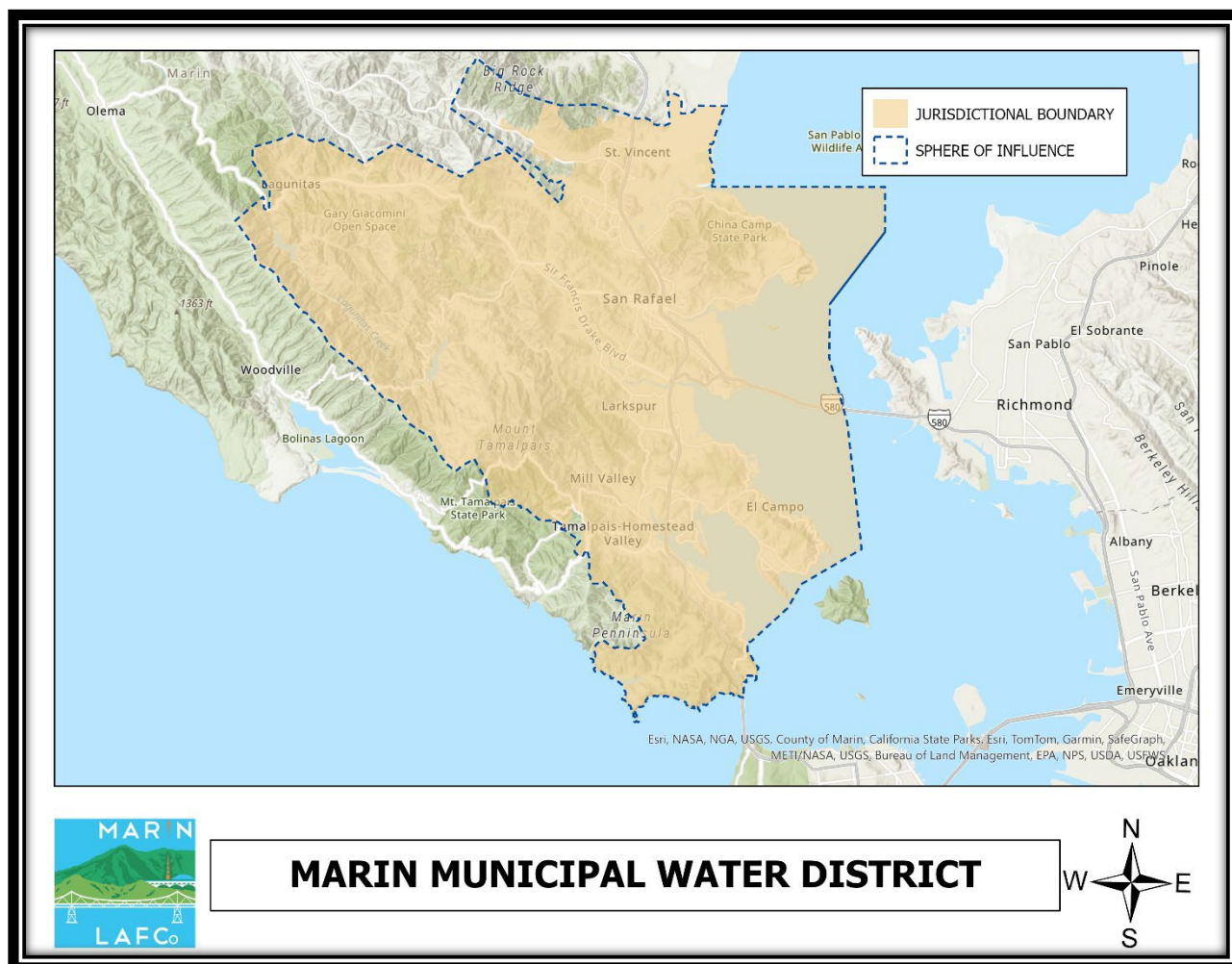
The District’s current jurisdictional boundary surrounds two census tract block groups (Tract 1290, Block Group 1, and Tract 1121, Block Group 1) which encompass the general areas of the unincorporated community of Marin City and the northern portion of the California Park area that have both been designated by Marin LAFCo as disadvantaged unincorporated communities (DUC) based on 2020 U.S. Census Bureau Redistricting Data. A disadvantaged community is defined in Water Code Section 7905.5(a) as a community with an annual median household income of less than 80 percent of the statewide median household income. The statutory definition of DUCs comes from Government Code Section 56033.5, which defines DUCs as “inhabited territory” that constitutes all or a portion of a disadvantaged community. “Inhabited territory” may be defined by Government Code Section 56046 as having at least 12 registered voters, or it can be determined by “commission policy”.

The District’s sphere of influence was established by Marin LAFCo in December of 1983. The sphere of influence is approximately 98% coterminous with its jurisdictional boundary. The sphere includes approximately 500 acres of non-jurisdictional lands in the two unincorporated communities of Homestead Valley and Upper Lucas Valley. The sphere of influence was most recently updated in October 2016 and was amended at that time to remove the Hamilton Field area from the sphere to reflect the detachment of the area from the jurisdictional boundary that took place in 2002.

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<sup>59</sup> [Marin Water Desalination Overview](#)

**Figure 9-1: Marin Municipal Water District Jurisdictional Boundary and Sphere of Influence**



## 9.4 GROWTH AND POPULATION

The Marin Municipal Water District provides service to ten of the eleven incorporated towns/cities in Marin County (Belvedere, Fairfax, Corte Madera, Larkspur, Mill Valley, Ross, San Anselmo, San Rafael, San Anselmo, Sausalito, Tiburon) as well as eleven census-designated place communities (Alto, Kentfield, Lagunitas-Forest Knolls, Lucas Valley-Marinwood, Marin City, San Geronimo, Santa Venetia, Sleepy Hollow, Strawberry, Tamalpais-Homestead Valley, Woodacre) and the San Quentin Rehabilitation Center. As of the beginning of 2024, the District had a total of 61,470 service connections. California Code of Regulations Section 64412 identifies three methods to calculate the number of persons served by a public water system: census data, service connections multiplied by 3.3, or living units multiplied by 2.8. Marin LAFCo chose to use the formula of the number of service connections multiplied by 3.3 which gives the District a current population estimate within its service boundary of 202,851. In addition to this, the District also provides service to the San Quentin Rehabilitation Center

which, as of September of 2023, had a total population of 3,641<sup>60</sup>, bringing the District’s total service area population to 206,492. This amount is just under 80% of Marin County’s total population of 262,321.<sup>61</sup> Since 2010, the County as a whole has seen a total population growth of 9,912, an increase of 3.9%. The population change data for the cities, towns, and census-designated places within the District’s boundary from 2010 to 2020 can be seen below in Table 9-2.

**Table 9-2: Municipality and Census-Designated Place Population Change Within MMWD**

Community Name	2010	2020
Alto	711	732
Kentfield	6,485	6,808
Lagunitas-Forest Knolls	1,819	1,924
Lucas Valley – Marinwood	6,094	6,259
Marin City	2,666	2,993
San Geronimo	446	510
Santa Venetia	4,292	4,289
Sleepy Hollow	2,384	2,401
Strawberry	5,393	5,447
Tamalpais-Homestead Valley	10,735	11,492
City of Belvedere	2,068	2,126
Town of Corte Madera	9,253	10,222
Town of Fairfax	7,441	7,605
City of Larkspur	11,962	13,064
City of Mill Valley	13,903	14,231
Town of Ross	2,415	2,338
Town of San Anselmo	12,336	12,830
City of San Rafael	57,713	61,271
City of Sausalito	7,061	7,269
Town of Tiburon	8,962	9,146

The remaining development potential within each of the planning areas within the District’s boundary (both incorporated and unincorporated), while relatively minimal based upon the number of remaining undeveloped parcels zoned for residential development, has experienced recent changes with the majority of the Cities/Towns as well as Marin County itself having adopted updated housing elements that included planning for accommodations of the housing mandates from the State. The Association of Bay Area Governments (ABAG) has designated a need for a total of 3,569 additional housing units in unincorporated Marin County by 2031 within the Regional Housing Needs Allocation (RHNA) plan. This number is 907 units shy of what Marin County had deemed as the total buildout for unincorporated Marin County. Of those 3,569 units, 2,712<sup>62</sup> of those have identified sites for development within the unincorporated spaces in Marin Municipal Water District’s jurisdictional boundary. Meanwhile, the additional

<sup>60</sup> [San Quentin State Prison Population Data](#)

<sup>61</sup> [Marin County U.S. Census Bureau Data](#)

<sup>62</sup> [Marin County Housing Element Update 6<sup>th</sup> Cycle 2023-2031 pg. 103](#)

housing unit mandates for each of the incorporated spaces within the District’s boundary create a sum total of 7,881<sup>63</sup> and are as follows:

- City of Belvedere – 160
- Town of Corte Madera – 725
- Town of Fairfax – 490
- City of Larkspur – 979
- Town of San Anselmo – 833
- Town of Ross – 111
- City of San Rafael – 3,220
- City of Sausalito – 724
- Town of Tiburon – 639

Assuming that within the District’s service area in both unincorporated and incorporated spaces, the total number of housing units (10,593) was constructed, this would lead to an increase in the population of 25,423<sup>64</sup>. The District projects a population increase within its Urban Water Management Plan (UWMP) of 28,486 between 2025 and 2045. Utilizing the baseline of the gallons per capita per day that the District reported in 2023 (98.2), the projected 28,486 inhabitants in 2045 would add a demand of 3,133 acre-feet of water annually. If this amount were to be added to 2023’s usage total of 21,620 acre-feet, it would amount to 24,753 acre-feet, which is near the District’s 10-year average annual demand over the past decade of 24,668 acre-feet.

## 9.5 MUNICIPAL SERVICES

### Potable Water

The Marin Municipal Water District provides retail potable water services through a combination of its own as well as contracted supply, treatment, storage, and distribution facilities, including the importing of water from sources in Sonoma County. The distribution system spans approximately 900 miles with the original service lines of the system having been laid as far back as 1880. The District’s water supplies are secured from a combination of local and imported sources with the local sources typically accounting for approximately 75% of annual usage. MMWD’s total reservoir capacity for its local sources equates to 79,566 acre-feet. The District’s average annual yield of those sources is approximately 25,300 acre-feet.

MMWD’s primary potable water supplies are generated from watershed runoff and diverted from three local creeks: Lagunitas Creek, Nicasio Creek, and Arroyo Sausal Creek. The water is secured through a combination of pre (unrestricted) and post (restricted) 1914 appropriated rights with the State Water Resources Control Board. <sup>65</sup>Lagunitas Creek provides the most

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<sup>63</sup> [ABAG Final RHNA Plan](#)

<sup>64</sup> Projected population is calculated based on applying the average captured from the 2020 Census for Marin County of 2.4 persons per household to the total estimated in new housing.

<sup>65</sup> An appropriative water right is water taken for use on non-riparian land or water that would not be there under natural conditions on riparian land. Water right permits and licenses issued by the State Water Board are appropriative rights.

significant local supply source and resides on the southwest side of Mount Tamalpais within the 38-square-mile watershed. The District's rights to Lagunitas Creek are utilized through multiple diversion points that direct water into one of four man-made reservoirs that are all within 6 miles of one another along the waterway. These reservoirs<sup>66</sup> collectively provide 46,153 acre-feet in total storage capacity.

The District's additional surface supply sources are obtained through post-1914 appropriated rights to divert water from the Nicasio and Arroyo Sausal Creeks. The water flows from Nicasio Creek are generated from runoff within the 37 square-mile watershed (Nicasio) and diverted into the Nicasio Reservoir, which has a 22,430 acre-foot holding capacity. Water flows from the Arroyo Sausal Creek are generated from runoff in a 78 square-mile watershed (Walker) and are diverted<sup>67</sup> into Soulaajule Reservoir which has a 10,572 acre-foot holding capacity.

The secondary potable supply source for the District is imported from Sonoma County through an agreement with the Sonoma County Water Agency (SCWA). The agreement allocates annually up to 14,300 acre-feet of treated potable water drawn from the Russian River through specialized filtering wells near Forestville in Sonoma County. The agreement enables MMWD through a cost-sharing arrangement with SCWA to divert, treat, and convey water from the Russian River through a series of aqueducts and pumps that ultimately span nearly 40 miles before connecting to the District's distribution system through an intertie with the North Marin Water District. Over the course of the study period, the average annual deliveries from SCWA were approximately 5,300 acre-feet and accounted for just over one-fifth of all MMWD supply production.

MMWD treats all raw water received from its local surface sources at one of two water treatment plants that apply nearly identical processes before finished water enters the distribution system. The Bon Tempe water treatment plant lies northwest of the Town of Ross and operates year-round and can process all water drawn from the Lagunitas Creek and held at Alpine, Bon Tempe, Kent, Lagunitas, and Phoenix Reservoirs. The treatment plant's capacity is 18 million gallons (55.2 acre-feet) per day. This daily treatment capacity equates to 70.1% of the 78.7 acre-feet of water that can be drawn on a given day from Lagunitas Creek.

The San Geronimo water treatment plant resides in the unincorporated community of Woodacre and operates year-round processing water drawn from Nicasio and Arroyo Sausal Creeks held at the Nicasio and Soulaajule Reservoirs as well as water drawn from Lagunitas Creek and held at Kent Lake<sup>68</sup>. This treatment plant has a daily treatment capacity of 76.7 acre-feet. This amount equates to 70% of the 112.8 acre-feet of water that can be drawn daily from Nicasio and Arroyo Sausal Creeks.

The District's imported water supplies from SCWA are delivered pretreated with respect to having been filtered and disinfected. The contracted water from SCWA is received by MMWD

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<sup>66</sup> Lagunitas Creek reservoirs in order of their original service dates: Lagunitas, Phoenix, Bon Tempe, and Kent

<sup>67</sup> Gravity provides diversion and conveyance of raw-water to all seven reservoirs with pumping required out of the reservoirs to their assigned treatment facilities.

<sup>68</sup> The San Geronimo WTP can also treat water from Lagunitas, Bon Tempe, Alpine, and Kent reservoirs if needed.

at its Ignacio Water Quality Station where the district completes a supplemental treatment process before the finished water enters the distribution system. The Ignacio facility has a daily maximum capacity of 49.1 acre-feet, which generously exceeds the 39 acre-feet allocation MMWD is under contract to receive for a given day from SCWA.

The distribution system for MMWD contains approximately 886 miles<sup>69</sup> worth of water mains and overlays 21 service areas with 142 separate pressure zones that cover over a 1000-foot range in elevation between service connections. The distribution chiefly relies on gravity pressure for recharge from 123 storage tanks that range in service date from 1902 to 2013 and collectively hold 250.9 acre-feet, which is just under three times the amount of the peak day water demand in 2023. There are also 95 pump stations connected to the distribution system conveying water from lower to higher service areas and individual zones. These pumps are triggered when operating storage falls below a designated level. A graphical overview of MMWD’s domestic water system can be seen below in Figure 9-2.

Figure 9-2: MMWD Distribution and Storage



<sup>69</sup> [MMWD UWMP; Pg. 20](#)



The fully treated (finished) water enters MMWD’s distribution system at three separate locations from the District’s water treatment plants through 42-inch transmission mains into nine connected low-lying gravity zones. Total transmission capacity to the distribution system from all three water treatment plants equates to 176.7 acre feet.

MMWD serves 61,470 service connections as of the writing of this study. This number is an increase of 79 total connections over the course of the last 10 years. Of these connections, 55,780 (90%) are residential and 5,690 (10%) are non-residential (commercial, agricultural, and other). Despite this modest increase, the actual metered water demand in 2023 was 21% lower than that almost a decade earlier in 2014, dropping from 27,689 acre-feet to 21,620 acre-feet. This significant decrease was heavily influenced by the historic drought conditions, mandatory state-wide restrictions on urban water use imposed by the California State Water Resources Control Board, and local drought response.

### Recycled Water

MMWD began providing secondary treated recycled water services in 1977 with the construction of its own treatment facility located on leased land owned by Las Gallinas Valley Sanitary District (LGVSD). The treatment facility was significantly upgraded in 1998 and expanded capacity from 1.0 to 2.0 million gallons daily. On April 1, 2017, the District entered into an agreement with LGVSD to decommission MMWD’s Las Gallinas Reclamation Plant and pay 10.5% of the final actual cost of the Recycled Water Treatment Facility to be constructed<sup>70</sup>. The contract grants MMWD access to 1.87 million gallons per day of recycled water through 2047. The decommissioning of the existing plant and construction of the new plant caused the non-potable recycled water distribution to be interrupted in 2019 and 2020, however, during this time the water demands by the recycled water system were met with potable water<sup>71</sup>. The upgrades were completed in April 2021 and increased the treatment capacity to approximately 5 million gallons daily.

MMWD’s recycled water service area is confined to the northern portion of its service area and includes Terra Linda, Marinwood, Smith Ranch, Santa Venetia, and the Marin County Civic Center. The District receives secondary treated wastewater from LGVSD and treats these supplies to tertiary through a chemical and filtration process that removes the rest of the solids and gives the water clarity. The recycled water is then treated to adjust its pH levels and disinfected before entering MMWD’s recycled water distribution system. The water is distributed by way of three pump stations at Frietas Parkway, Channing Way, and Quail Hill through approximately 25 miles of pipeline. The treatment facility operates seven months per year on average during the dryer seasons to coincide with the seasonal demand for recycled water. Recycled water demands are primarily associated with outdoor irrigation and therefore are highest between the months of April and October. The District had a total of 218 recycled water service connections in 2023. Annual recycled water use represents approximately 3% of

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<sup>70</sup> [Costs currently estimated at \\$41,000,000.](#)

<sup>71</sup> This usage of potable water to meet the demands of the recycled water system resulted in an increased potable water use by 661 acre-feet in 2019 and 748 acre-feet in 2020. (MMWD UWMP Pg. 26)

total water use within the District, averaging 638 acre-feet between 2016 and 2020. This amount is projected to increase to 750 acre-feet (15%) by 2045.

## 9.6 ORGANIZATION STRUCTURE

### Board of Directors

The initial composition of the MMWD governing board was 13 members and was divided between five elected members and eight appointed members from the then seven incorporated communities and the county of Marin. The composition was amended to its current five-member board that is elected to four-year terms through electoral district elections. All directors are required to live within the District’s jurisdictional boundary. The Board of Directors maintains current certificates for the AB 1234 Ethics Training Compliance that can be viewed on the District’s website.

**Table 9-3: Marin Municipal Water District Board of Directors**

Member	Position	Term Expiration
Monty Schmitt	Director	December 2024
Jed Smith	Director	December 2026
Ranjiv Khush	President	December 2026
Matthew Samson	Vice-President	December 2026
Larry Russell	Director	December 2024

### Administration

The Board of Directors of MMWD appoints a General Manager who serves on an at-will basis to oversee all District activities. The General Manager oversees 243 full-time equivalent employees which are divided into seven personnel divisions: Administrative Services, Engineering, Legal, General Manager<sup>72</sup>, Watershed, Water Resources, and Operations. In addition to the General Manager, the Board also appoints the General Counsel, Board Secretary, Finance Director/Treasurer, and Consulting Auditor.

## 9.7 ACCOUNTABILITY AND TRANSPARENCY

The Marin Municipal Water District offers an extensive array of information and documentation on its website in an effort to maintain high accountability and transparency in all its activities. The [MMWD website](#) provides information on Board meetings, financial reports, services, history, water conservation, water rates, and more. At this time the District is meeting all of the requirements by the State of California for a public agency website.

### Meetings and Agendas

The Board of Directors meets regularly on the 1<sup>st</sup> and 3<sup>rd</sup> Tuesday of each month at 6:30 p.m. at the MMWD Board Room located at 220 Nellen Avenue in Corte Madera. Special meetings are held as needed to go over specific topics that require board discussion/approval outside of the regular meeting schedule. Meeting agendas and minutes can be found on the [MMWD website](#).

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<sup>72</sup> General Manager’s division includes Human resources and Public Communications.

## 9.8 FINANCIAL OVERVIEW

### Budget and Financials

The District manages its finances through the utilization of a biennial budgetary process that includes the operating and capital programs reflecting the costs necessary to provide services as well as forecasting anticipated revenue for both fiscal years encompassed. Prior to the start of the second year of the two-year budget on July 1, the Board receives a financial update with projections for the upcoming fiscal year which allows for financial flexibility.

The District's primary source of annual revenue is water sales, which averaged 60% of total revenues throughout the course of this study window. Supplementing the remainder of the annual revenue are Service Charges (16%), Capital Maintenance Fees (12%), Watershed Management Fee (4%) Fire Flow Fees (3%), and Other Revenues (4%). The District characterizes Water Sales, Service Charge, Watershed Management Fee, and Capital Maintenance Fee all as "Rate Revenue", which allots for 90% of the District's annual revenues paid by customers.

On May 16, 2023, MMWD's Board of Directors approved significant changes to customer water rates, fees, and charges that will be implemented over the course of the following four fiscal years. The new rates took effect on July 1, 2023. The rate changes were developed in partnership with an independent rate consultant who performed a cost-of-service analysis. MMWD primarily relies on four main charges billed bi-monthly: service charge, usage charge, watershed management fee, and capital maintenance fee. The service charge is fixed based on meter size and intended to contribute towards recovering the majority of the District's fixed costs such as billing, meter reading and maintenance, facility maintenance, and administrative support. The usage charge applies an escalating charge for higher consumption, adjusts seasonally between December and May (lower demand) as well as between June and November (higher demand), and is intended to cover operating costs and related improvements involving supplies, distribution, and treatment. The watershed management fee is a volumetric rate (incurred at a specific rate per 100 cubic feet of water) that is designed to offset an apportionment of the watershed maintenance and vegetation management costs. The capital maintenance fee is a per-meter charge based on meter size. Revenues realized through the capital maintenance fee go directly to MMWD's Capital Improvement Program. Finally, the District has also implemented a temporary drought/water shortage surcharge that becomes effective when water storage levels meet specific thresholds (beginning at 70,000 acre-feet). The majority of single-family residential customers in MMWD's service area use a 5,8' size water meter and average approximately 8,228 gallons of water usage per bi-monthly billing cycle. Based on those circumstances, this average customer saw an increase on their bi-monthly bill of approximately 23% after the implementation of the new rates in July of 2023. This same customer can expect to see a total increase of approximately 57% in 2026 at the end of the updated rate schedule.

The primary annual expense for the District comes in the form of staff salary and benefits (approximately 40%), followed by Other Operating Costs (27%) Capital Projects (23%), Debt Service (7%) and Reserve Contributions (3%). The total projected expenses for the District for

FY 2024-25 totaled \$163,798,389. The average year-end operating revenues for the MMWD over the past 5 audited years has been \$93,234,486. The District realized an average annual increase in Net Position of \$9,958,814 over the course of the study window. A breakdown of the past 5 audited years of operating revenues and expenses can be seen below in Table 9-4

**Table 9-4: MMWD Financial Information**

Revenue	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	Averages
<b>Water Sales and Service Charges</b>	\$71,541,075	\$76,806,241	\$81,632,469	\$68,060,107	\$72,006,764	\$74,009,331
<b>Connection Charges</b>	\$1,178,784	\$810,182	\$912,312	\$540,349	\$1,678,395	\$1,024,004
<b>Capital Maintenance Fee</b>	\$0	\$14,301,460	\$15,509,355	\$16,444,158	\$17,161,227	\$12,683,240
<b>Watershed Management Fee</b>	\$4,350,066	\$4,545,973	\$4,572,006	\$4,899,012	\$5,113,736	\$4,696,159
<b>Other Revenues</b>	\$923,221	\$807,338	\$802,258	\$808,396	\$767,548	\$821,752
<b>Total Revenues</b>	\$77,993,146	\$97,271,194	\$103,434,538	\$90,745,884	\$96,727,670	\$93,234,486

Expenses	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	Averages
<b>Water Purchases</b>	\$6,966,684	\$7,313,211	\$10,260,284	\$12,139,318	\$8,406,309	\$9,017,161
<b>Watershed Maintenance</b>	\$6,167,936	\$4,905,934	\$5,949,405	\$6,995,749	\$6,506,909	\$6,105,187
<b>Water Treatment</b>	\$10,551,829	\$11,693,750	\$11,136,667	\$11,089,440	\$12,897,893	\$11,473,916
<b>Pumping</b>	\$3,051,386	\$3,707,450	\$4,031,063	\$3,489,334	\$3,538,544	\$3,563,555
<b>Transmission and Distribution</b>	\$22,501,682	\$25,876,763	\$24,185,190	\$24,485,389	\$23,762,349	\$24,162,275
<b>Customer Service and Meter Operation</b>	\$3,888,932	\$4,378,528	\$5,783,583	\$3,020,064	\$4,769,165	\$4,368,054
<b>Water Conservation</b>	\$2,470,477	\$1,907,387	\$2,209,236	\$3,697,128	\$2,006,668	\$2,458,179
<b>Administrative and General</b>	\$12,530,404	\$17,403,259	\$15,996,241	\$3,851,416	\$15,225,436	\$13,001,351
<b>Depreciation</b>	\$12,108,529	\$12,256,812	\$12,960,365	\$14,347,879	\$14,342,393	\$13,203,195
<b>Total Expenses</b>	\$80,237,859	\$89,443,194	\$92,512,034	\$83,115,717	\$91,455,666	\$87,352,894

## Debt

As of June 30, 2023, MMWD had a total-long-term debt outstanding of \$148.7 million, which was a decrease of \$6.3 million from the prior year. The District's current debts are as follows:

- 2016 Refunding Revenue Bonds – Principal Balance: \$31,380,000
- 2017 Subordinate Revenue Bonds – Principal Balance: \$32,815,000
- 2022 Refunding Revenue Bonds – Principal Balance: \$64,210,000
- Clean Renewable Energy Bonds – Principal Balance: \$122,250

- LGVSD Recycled Water Buy-In Obligation – Principal Balance: \$4,153,057
- Aqueduct Energy Efficiency Project Obligation – Principal Balance: \$1,624,354

The second source of debt for the District comes in the form of a pension plan for employees that is part of the California Public Employees Retirement System (CalPERS). CalPERS provides retirement, disability, and death benefits based on the employee’s years of service, age, and final compensation. As of June 30, 2022, the MMWD Net Pension Liability was \$110,772,877. The MMWD pension-funded ratio was approximately 63% at that measurement date. The District’s pension plan currently has a total of 716 active and inactive beneficiaries. In addition to the pension plan, MMWD provides other post-employment benefits (OPEB) to its retirees. As of June 30, 2023, the District carried a Net OPEB Liability total of \$17,399,877. The District currently has 527 employees, both active and inactive, in their OPEB plan.

### Capital Improvement

MMWD’s Capital Improvement Program is managed concurrently in 2 ways, with the biennial budget projecting/capturing anticipated costs for identified projects within that budget’s 2-year window, and the five-year Capital Improvement plan. The five-year plan aids in project prioritization and scheduling as well as creating the road map for the projects’ funding sources along the way. The current five-year capital improvement plan's total projected expenditures amount is \$249,160,700<sup>73</sup>. The first two years of the plan (and the current biennial budget cycle), FY 2023/24 and FY 2024/25, carry a total CIP budget of \$84,432,000. This amount is an increase of 65% over the prior budget. The significant increase to capital investments is a reflection of the Board’s efforts to increase supplies as well as ensuring aging infrastructure is updated. A high-level overview of the District’s Capital Improvement Plan expenditures and funding can be seen below in Table 9-5

**Table 9-5: MMWD Capital Improvement Program Budget**

Expenditures	FY 2023/24	FY 2024/25	Total
<b>Pipelines</b>	\$12,010,000	\$15,276,000	\$27,286,000
<b>Pump Stations</b>	\$1,385,000	\$4,420,000	\$5,805,000
<b>Storage Tanks</b>	\$5,700,000	\$6,860,000	\$12,560,000
<b>Treatment Plants</b>	\$2,420,000	\$1,620,000	\$4,040,000
<b>Watershed</b>	\$4,890,000	\$5,224,000	\$10,114,000
<b>System Improvements</b>	\$3,826,000	\$6,851,000	\$10,677,000
<b>Water Supply</b>	\$2,750,000	\$9,200,000	\$11,950,000
<b>Total</b>	\$32,981,000	\$49,451,000	\$82,432,000

<sup>73</sup> [CIP Budget, Pg. 65](#)

<b>Funding</b>	<b>FY 2023/24</b>	<b>FY 2024/25</b>	<b>Total</b>
<b>Capital Maintenance Fee</b>	\$17,118,698	\$17,974,633	\$35,093,331
<b>Connection Fees</b>	\$600,000	\$600,000	\$1,200,000
<b>Fire Flow Fee</b>	\$4,500,000	\$4,500,000	\$9,000,000
<b>Grant Funding</b>	\$2,134,500	\$4,400,000	\$7,635,000
<b>Rate Revenue</b>	\$8,598,302	\$21,951,367	\$30,758,269
<b>Interest</b>	\$30,000	\$25,000	\$55,000
<b>Total</b>	\$32,981,000	\$49,451,600	\$82,432,000

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## 10.0 COUNTY SERVICE AREA NO. 31

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### 10.1 OVERVIEW

Marin County Service Area #31 (CSA 31) is a dependent special district that provides funding for structural fire protection throughout the areas of unincorporated Marin County that are not otherwise provided fire services by an independent special district, city, joint powers authority, or another dependent special district providing fire service. The CSA has been funded by a special assessment approved by the voters within the District’s boundary in 1994. The assessment aids in offsetting the costs incurred in providing year-round 24-hour structural fire protection. The service area includes the San Quentin Rehabilitation Center as well as Angel Island<sup>74</sup> except for the area of Quarry Point which resides in San Francisco County.

**Table 10-1: County Service Area 31 Overview**

County Service Area 31 Overview		
<b>Primary Contact:</b>	Chief Jason Weber	<b>Phone:</b> (415) 473-6717
<b>Formation Date:</b>	June, 1994	
<b>Services Provided:</b>	Structure Fire Protection	
<b>Service Area:</b>	445 square miles	

### 10.2 FORMATION AND DEVELOPMENT

In 1982, the state legislature enacted the Benefit Assessment Act that allowed cities, counties, and special districts the ability to finance a variety of improvements. Following this, fire suppression-specific assessments were added to the State Government Code (§50078), stating “Any local agency which provides fire suppression services directly or by contract with the state or a local agency may, by ordinance or by resolution adopted after notice and hearing, determine and levy an assessment for fire suppression services pursuant to this article. The assessment may be made for the purpose of obtaining, furnishing, operating, and maintaining fire suppression equipment or apparatus or for the purpose of paying the salaries and benefits of firefighting personnel, or both, whether or not fire suppression services are actually used by or upon a parcel, improvement, or property.” A fire suppression assessment is considered a benefit assessment because it is directly related to the benefit a property receives from fire suppression.

On October 12, 1993, the County of Marin Board of Supervisors approved resolution 92-268, approving the application to Marin LAFCo for the creation of a fire services county service area (CSA). The request came before the Board of Supervisors as then Fire Chief Harold Rowland imparted to the Supervisors that the Marin County Fire Department was operating at capacity with minimum staff levels. He explained that the department had been particularly hard hit by the State’s shift in property tax allocations and that without additional funding it could result in the necessitation of closing one or more fire stations as well as staffing reduction due to the

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<sup>74</sup> Angel Island is also within the jurisdictional boundary of the Town of Tiburon, as well as being designated as a California State Park

looming 9% budget shortfall. The application was received by Marin LAFCo on November 4, 1993, and, following a public hearing, Marin LAFCo resolution 93-15 was approved for the formation of County Service Area #31 on December 2, 1993.

On March 15, 1994, the Marin County Board of Supervisors approved Resolution 94-61 approving the proposal of CSA 31 as a ballot measure for the June 7<sup>th</sup> election. The proposed benefit assessment to go to the voters for CSA 31 was to be "... up to \$76 per living unit, \$38 per unimproved parcel, and \$114 per improved commercial and/or industrial parcel." The item was included on the June 7<sup>th</sup> election ballot as Measure R and was approved with 63% of the vote (only requiring a simple majority). There was no effort to amend the amount being assessed for 16 years. In November of 2010, Measure N was put on the ballot to increase the amounts to \$114 per living unit, \$57 per unimproved parcel, and \$171 per improved commercial/industrial parcel. Despite receiving 62% of the vote, Measure N failed to pass as it required a two-thirds vote (66.67%) for approval. There has not been another attempt since that time to increase the assessment.

### **10.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE**

Marin County Service Area 31's service boundary, which currently encompasses just over 284,830 acres, includes coverage for the unincorporated communities of Marin City, Muir Beach, Woodacre, San Geronimo, Lagunitas, Nicasio, Olema, Point Reyes Station, Inverness Park, Marshall, Dillon Beach, Tomales, the Greenbrae Boardwalk Area and Muir Woods Park. The District includes the small unincorporated neighborhoods of Oak Manor to the northeast of the Town of Fairfax, the Deer Creek Court/Baywood Canyon Road/Hunter Creek Road subdivisions to the northwest of the Town of Fairfax, and the San Francisco Boulevard/Sacramento Avenue subdivisions on the northeast side of the Town of San Anselmo. The area also encompasses privately and publicly owned parklands including portions of the Golden Gate National Recreation Area, Mount Tamalpais State Park, China Camp State Park, Point Reyes National Seashore, and Angel Island State Park.

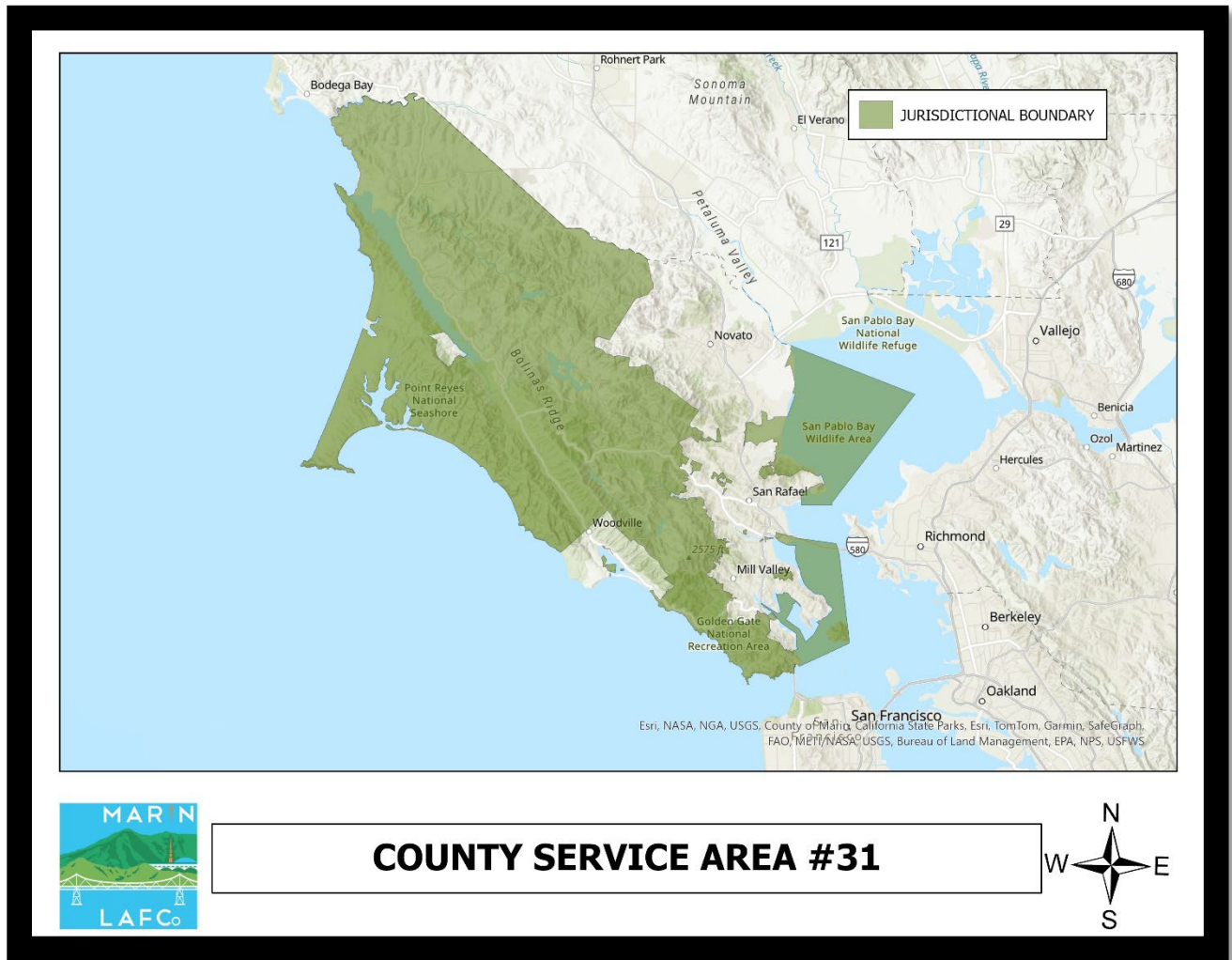
Marin LAFCo has no record of a sphere of influence ever being formally adopted for CSA 31. An Executive Officer's Report on the formation of CSA 31 from November 24, 1993, made the recommendation that the "... Sphere of Influence study be completed if the funding mechanism is approved by the voters." Marin LAFCo staff can find no record of the afore-mentioned sphere of influence study ever being performed, nor any resolution establishing a sphere of influence for the District. As the majority of county service areas have spheres of influence that are coterminous with their jurisdictional boundaries, there is a strong likelihood that in the seven months that passed between Marin LAFCo adopting the resolution approving the formation of CSA 31 in December of 1993 and the vote by the residents within the boundary in June of 1994, that the recommendation for a sphere of influence study was simply forgotten and there has always been the assumption that the sphere is coterminous with the boundary.<sup>75</sup>

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<sup>75</sup> This school of thought is reinforced by the language within the San Rafael Service Review and Sphere of Influence Update (January 2006) which states, "The existing spheres of influence of CSAs #13 and #31 are



**Figure 10-1: Marin County Service Area No. 31 Jurisdictional Boundary**



## 10.4 GROWTH AND POPULATION

CSA 31 encompasses a majority of the land that makes up what the County of Marin has designated as the West Marin Planning Area with the exception of the areas of the Inverness Public Utility District, Stinson Beach Fire Protection District, and Bolinas Fire Protection District. The planning area is comprised of five census tracts: 1322<sup>76</sup>, 1321<sup>77</sup>, 1130, 1311, and 1330. According to 2022 American Community Survey Data, the population of the planning area less the aforementioned special district areas is 9,331, which is less than a 4% increase from the 2010 population number 9,011. The District boundary also includes the Census-Designated Place

coterminous with their current boundaries as established by LAFCo in 1983.” This would not be possible as CSA #31 was not formed until 1994.

<sup>76</sup> Census tract 1322 is comprised of 3 Census Block Groups. Block Group 1 within Census Tract 1322 has a boundary that is coterminous with the Inverness Public Utility District. This area has a population of 683. This amount will be removed from the total population figures for CSA 31.

<sup>77</sup> Census Tract 1321’s area is coterminous with the jurisdictional boundaries of the Stinson Beach Fire Protection District and the Bolinas Fire Protection District and therefore will not be factored into the population data.

of Marin City, which has a current population of 2,993. This amount is a 12% increase from 2010 when the population tally was 2,666.

## **10.5 MUNICIPAL SERVICES**

CSA 31 provides funding to the Marin County Fire Department to supplement the costs the Department incurs in providing year-round and round-the-clock structure fire protection services throughout unincorporated Marin County. The CSA's revenue, which is accrued by way of a voter-approved tax measure, is transferred to the Marin County Fire Department which provides the service throughout the area. Marin County Fire is responsible for fire suppression and prevention, wildfire response, vegetation management and education, emergency medical services and paramedic services, urban search and rescue and planning for emergency evacuations, as well as hazardous materials response. The Department works with community and county partners to manage an emergency operations center that provides emergency response coordination and community outreach during emergencies, as well as planning and disaster preparations.

A significant amount of the land area<sup>78</sup> of CSA 31 is comprised of federally-owned land, known as federal responsibility areas (FRA), and state-owned land, known as state responsibility areas (SRA). In many cases, federally-owned land receives fire protection by way of local contracts and collaborations. In Marin County, the Marin County Fire Department has entered into a contract with the National Park Service to provide initial attack for fires within park boundaries. This includes approximately 100,000 acres of federally-owned lands in the Golden Gate National Recreation Area, the Muir Woods National Monument, and the Point Reyes National Seashore. In state responsibility areas, the California Department of Forestry and Fire Protection (CAL FIRE) typically provides fire protection. In Marin County, however, CAL FIRE contracts with the Marin County Fire Department to provide wildland fire protection and associated fire prevention activities for lands designated as SRA. Marin is one of six counties in the state that contracts to protect SRA. The Marin County Fire Department is Responsible for the protection of approximately 200,000 acres of State land. There are 17,128 parcels and 14,697 living units located within Marin County's SRA.

## **10.6 ORGANIZATION STRUCTURE**

### **Board of Supervisors**

As a dependent special district, the Marin County Board of Supervisors serves as the CSA's governing body. The five-member Board of Supervisors meets on scheduled Tuesdays every month at 9:00am in the County of Marin Civic Building located at 3501 Civic Center Drive, Suite 330 in San Rafael. The Board of Supervisors determines policy, adopts annual budgets, fixes salaries, and is responsible for overseeing mandated district functions as carried out by various county departments.

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<sup>78</sup> Approximately 99%

**Table 10-2: Marin County Board of Supervisors**

Member	Position	Term Expiration
Dennis Rodoni	President	January 2, 2025
Mary Sackett	Vice President	January 2, 2027
Eric Lucan	2 <sup>nd</sup> Vice President	January 2, 2027
Katie Rice	Director	January 2, 2025
Stephanie Moulton-Peters	Director	January 2, 2027

## Staffing and District Operations

As a dependent district of the County, all administrative services are provided by County departments, including legal counsel and compilation of financial transaction reports for the State Controller’s Office required under Government Code Section 53891. CSA 31 is primarily managed by the Marin County Fire Department which oversees staffing and calls for service.

## 10.7 ACCOUNTABILITY AND TRANSPARENCY

### Meeting and Agendas

The Board of Supervisors meeting agendas, minutes, and recordings can be viewed on the Marin County website. Board documents such as resolutions and ordinances can also be found on the Board of Supervisors page of Marin County’s website.

### Annual Budget Review

The County of Marin contracts with an independent financial auditor, Clifton Larson Allen, to conduct an annual financial report. CSA 31 is included in the report under Budgetary Comparison Schedule for County Service Areas Fund. The latest audit was prepared for the year ending June 30, 2022.

Every year the Marin County Fire Department develops a proposed budget for CSA 31 and presents it to the Board of Supervisors for review and approval. It is based on the prior year’s expenses and projected parcel tax revenue for the upcoming fiscal year.

## 10.8 FINANCIAL OVERVIEW

CSA 31 provides funding to the Marin County Fire Department by way of a voter-approved tax measure creating a benefit assessment district that was initially passed in 1994. The approved tax measure, Measure R, was adopted with no sunset date or escalators. The tax measure as it currently stands levies a charge in the amount of \$76 per living unit, \$38 per unimproved parcel, and \$114 for each commercial/industrial parcel. The tax is the CSA’s only form of revenue. For FY 2022-23 the CSA realized \$511,173 of revenue and \$508,142 in expenditures. The CSA’s average annual revenues over the past 5 years of \$520,225 account for approximately 1.5% of Marin County Fire Department’s total annual revenues which, in fiscal year 2023-24, is an estimated \$33,174,716. While the CSA has shown recent occurrences of expenditures outpacing revenues for the fiscal year, in each instance the balance of the added expenditures was covered

by a fund balance that was carried over from the prior fiscal year. A breakdown of the district’s finances over the past 5 fiscal years can be seen below in Table 10-3.

**Table 10-3: Marin County Service Area No. 31 Financial Overview**

	Revenues	Expenditures	Net
<b>FY 2017-18</b>	\$524,511	\$548,000	(\$23,489)
<b>FY 2018-19</b>	\$523,593	\$514,535	\$9,058
<b>FY 2019-20</b>	\$523,460	\$531,746	(\$8,286)
<b>FY 2020-21</b>	\$522,358	\$513,878	\$8,480
<b>FY 2021-22</b>	\$507,204	\$514,747	(\$7,543)



# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

### AGENDA REPORT

June 13<sup>th</sup>, 2024

Item No. 5 (Public Hearing)

**TO:** Local Agency Formation Commission

**FROM:** Jason Fried, Executive Officer

**SUBJECT:** Ratification of Approval of LAFCo File #1377 - Emergency Out of Service Agreement to Novato Sanitary District for 2 Hansen Road in Novato, CA For One Year

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### Background

On May 29, 2024, we received the attached letter from Marin County Environmental Health Services (EHS) that due to a failed septic system at 2 Hansen Rd. in Novato they were requesting an emergency connection of this property to Novato Sanitary District (NSD). On May 31, 2024, we received the second attached letter from NSD stating that they had the ability to service this parcel. Based on the time-sensitive nature of these emergency Out of Service Agreements (OSA), Marin LAFCo created a policy that allows for sign-off to occur and then bring to the next Commission meeting the LAFCo file for ratification. On May 31, 2024, LAFCo issued a letter authorizing NSD the ability to service this property as an OSA for one year. The one-year time frame is assigned because it gives the applicant the time to put together a formal application and then LAFCo the time to review the application.

### Staff Recommendation for Action

1. Staff Recommendation – Ratify the approval of LAFCo File 1377 for an emergency OSA to NSD for 2 Hansen Road in Novato for a period not to exceed 1 year.
2. Alternate Option – Do not make a decision today and give staff any needed instructions.

### Attachment:

1. [Letter from County EHS](#)
2. [Novato SD Agreement with 2 Hansen Road](#)
3. [Letter from Marin LAFCo](#)

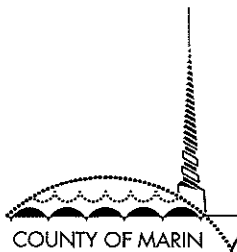
**Administrative Office**  
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**Dennis Rodoni, Vice-Chair**  
County of Marin  
**Eric Lucan, Regular**  
County of Marin  
Stephanie Moulton-Peters, Alternate  
County of Marin

**Barbara Coler, Chair**  
Town of Fairfax  
**Steve Burdo, Regular**  
Town of San Anselmo  
**Stephen Burke, Alternate**  
City of Mill Valley

**Lew Kious, Regular**  
Almonte Sanitary District  
**Craig Murray, Regular**  
Las Gallinas Valley Sanitary District  
**Cathryn Hilliard, Alternate**  
Southern Marin Fire Protection District

**Larry Chu, Regular**  
Public Member  
**Roger Smith, Alternate**  
Public Member



COMMUNITY DEVELOPMENT AGENCY  
ENVIRONMENTAL HEALTH SERVICES DIVISION

May 29, 2024

Sarah Bernstein Jones  
DIRECTOR

Gregory Pirie  
DEPUTY DIRECTOR

Anne Ernst  
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Novato, CA 94945

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415 473 2255 TTY  
[www.marincounty.org/ehs](http://www.marincounty.org/ehs)

RE: Failing Septic System located at 2 Hansen Rd., Novato

Dear Ms. Ernst:

I am responding to your request for an emergency connection to the public sanitary sewer. A letter from Norcal Superior Systems submitted to Marin County EHS on May 24, 2024 indicated that the septic system consists of a collapsing redwood septic tank with a lid that was in visibly poor condition. I understand that you have employed Zaragoza Plumbing to destroy the septic tank under permit that has been issued by Marin County EHS on May 9, 2024, and install the sanitary sewer connection to Novato Sanitary.

With the letter provided by Norcal Superior Systems, it is clear that this connection to Novato Sanitary should be expedited under emergency measures. This letter is to confirm that the connection to public sewer should be allowed to proceed in an expedited manner. This letter will be forwarded to Marin County LAFCO and Novato Sanitary to support your effort in this matter.

I can be reached at (415) 473-6912, or by email at [gwen.baert@marincounty.gov](mailto:gwen.baert@marincounty.gov) if there are any further questions regarding this matter. Thank you for your cooperation in this matter.

Sincerely,

Gwendolyn Baert, Supervising REHS  
Registered Environmental Health Specialist

cc. Marin County LAFCO  
Novato Sanitary  
Zaragoza Plumbing



License 1099654

Contact: (707) 536-3338

Inspection Date: May 20, 2024

Site Address: 2 Hansen Road, Novato CA 94947

Customer: Zaragoza Plumbing Team

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Performed evaluation of onsite wastewater dispersal system at 2 Hansen Road, Novato CA 94947.

**Overall Status: Unacceptable**

**On-Site Sewage System Type:**

**Standard Gravity System, Wooden Septic Tank, 1,200 gallons.**

On May 20, 2024 we visited site address 2 Hansen Road, Novato CA 94947. Upon inspecting the septic tank, wooden tank is visibly in poor condition and collapsing. Tank is full and does not appear to be watertight. Unable to perform a hydraulic load test to test function of the system. Wooden lids are also in poor condition.

**Company Disclaimer:** Based on what we were able to observe and our experience with onsite water Technology, we submit this Onsite Wastewater Treatment System Inspection Report based on present condition of the onsite wastewater treatment system. Norcal Superior Systems Inc. has not been retained to warrant, guarantee, or certify the proper functioning of the system for any period of time in the future. Because of the numerous factors (usage, soil characteristics, previous failures, etc.) which may affect the proper operation of a wastewater treatment system, this report shall not be construed as a warranty by our company that the system will function properly for any particular buyer. NorCal Superior Systems Inc. **DISCLAIMS ANY WARRANTY**, either expressed or implied, arising from the inspection of the wastewater treatment system or this report. We are also not ascertaining the impact the system is having on the environment.

TEMPORARY SEWER CONNECTION AND SERVICE AGREEMENT

2 Hansen Rd Novato, California  
Assessor's Parcel Number 146-061-14

This Temporary Sewer Connection and Service Agreement ("Agreement") is made as of May 31, 2024 by and between Anne Ernst ("Property Owner") and Novato Sanitary District ("District") (each a "Party" and collectively "Parties").

RECITALS

A. Property Owner owns certain real property located at 2 Hansen Road in the City of Novato (the "Property"). The septic system serving the Property has failed, and Marin County Office of Environmental Health has issued an Emergency Connection Request for the Property to District's sewer system (the "System") as a result of the threat to public health resulting from the failed septic system.

B. Marin Local Agency Formation Commission ("Marin LAFCo") has stated its intention to issue an Emergency Outside Service Agreement Due to Failing Septic (the "OSA") conditionally authorizing the District to enter into an outside service agreement with Property Owner for the temporary connection to the System. The OSA has a term of 1 year and expires on May 31, 2025.

C. Property Owner desires to connect the Property to the System and to receive wastewater conveyance, treatment and disposal services (the "Temporary Services") from the District during the term of the OSA. Property Owner has submitted to the District plans showing the sewer connection layout (the "Plans") and has submitted Sewer Permit Application No. A-1735 to the District.

D. The District agrees to grant Property Owner the right to connect the Property to the System and to provide Temporary Services to the Property on such terms as are described below.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained in this Agreement, the Parties agree as follows:

**1. Connection to Sewer.**

1.1. Upon approval by Marin LAFCo of the OSA and approval by the District of Sewer Permit Application No. A-1735, the District authorizes Property Owner to connect the Property to the System subject to the following conditions:

- 1.1.1. The connection shall be in compliance with the Plans, as approved by the District, and applicable District regulations.
- 1.1.2. Prior to connection, Property Owner shall obtain all applicable permits for the construction of the sewer lines connecting the Property to the System.
- 1.1.3. Prior to connection, Property Owner shall pay connection and use fees imposed by the District pursuant to the District adopted rates currently in effect.
- 1.1.4. Property Owner agrees to comply with all District regulations pertaining



to connection to and use of the System.

1.1.5. The connection is authorized only for the duration of both the term of the OSA and the term of this Agreement.

1.1.6. In the event connection to the System is no longer authorized due to the termination of this Agreement, the District will cause the Property to be disconnected at Property Owner's expense.

1.2. Upon connection of the Property to the System as authorized herein, the District shall provide Temporary Services to the Property in accordance with its regulations.

**2. Annexation.**

2.1. The Parties agree that the Temporary Services authorized herein are provided as an interim measure until the Property Owner initiates and completes proceedings to annex the Property into the District.

2.2. Property Owner agrees to initiate and pursue completion of such proceedings as soon as reasonably possible in consideration of the public health emergency caused by the failed septic system on the Property and causing the issuance of the OSA.

2.3. Property Owner acknowledges that the Property cannot be connected to the System if this Agreement terminates due to expiration of its term or termination due to a material violation of this Agreement, including violation of District regulations pertaining to connection to and use of the System, prior to annexation of the Property.

**3. Termination.**

3.1. This Agreement will terminate upon any of the following events:

3.1.1. Annexation of the Property into the District.

3.1.2. The expiration or rescission of the OSA.

3.1.3. The failure by Property Owner to cure a material breach of this Agreement within the time provided by the District by written notice of such breach.

3.1.4. June 1, 2025.

**4. Covenants; Recordation.** All of the terms, conditions, and provisions herein with respect to the obligations of Property Owner are deemed to be covenants and such covenants shall run with the land as to the Property and may be enforced by the District in an action at law or equity. This Agreement shall be recorded by Property Owner with the Marin County Recorder's Office immediately upon execution by the Parties. Property Owner shall provide District with proof of such recordation within ten (10) days of execution.

**5. Notices.** Any notice to be given pursuant to this Agreement shall be in writing and shall either be personally served or sent by certified mail, return receipt requested and postage prepaid to the appropriate Party as follows:

To Property Owner: Anne Ernst

To District: Novato Sanitary District





## Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

May 31, 2024

Anne Ernst  
2 Hansen Rd.  
Novato, CA 94945

RE: LAFCo File #1377 – Emergency Outside Service Agreement Due to Failing Septic

Hello Ms. Ernst,

We are proceeding with granting you an Emergency Outside Services Agreement (OSA). This letter acts as formal approval of an Emergency OSA for 2 Hansen Rd. to connect to Novato Sanitary District.

The Marin LAFCo Executive Officer has reviewed the request from Anne Earnst and as authorized under LAFCo policies, hereby conditionally authorize Novato Sanitation District to enter into an outside service agreement with the landowner of 2 Hansen Road for purposes of abating the referenced threat to public health. This approval is effective immediately and expires on June 1, 2025. LAFCo's authorization is conditioned upon the receipt of written consent from the landowner agreeing to submit a complete application to annex 2 Hansen Road to Novato Sanitary District to allow for permanent public sewer service provision.

Should you have any additional questions, please do not hesitate to contact our office. We can be reached via email at [staff@marinlafco.org](mailto:staff@marinlafco.org) or by phone at (415) 448-5877.

Thank you,

Jason Fried  
Executive Officer  
Marin LAFCo  
1401 Los Gamos Drive, Suite 220  
San Rafael, CA. 94903

CC: Novato Sanitary District  
Marin County EHS

**Administrative Office**  
Jason Fried, Executive Officer  
1401 Los Gamos Drive, Suite 220  
San Rafael, California 94903  
T: 415-448-5877 E: [staff@marinlafco.org](mailto:staff@marinlafco.org)  
[www.marinlafco.org](http://www.marinlafco.org)

**Dennis Rodoni, Vice-Chair**  
County of Marin  
**Eric Lucan, Regular**  
County of Marin  
Stephanie Moulton-Peters, Alternate  
County of Marin

**Barbara Coler, Chair**  
Town of Fairfax  
**Steve Burdo, Regular**  
Town of San Anselmo  
**Stephen Burke, Alternate**  
City of Mill Valley

**Lew Kious, Regular**  
Almonte Sanitary District  
**Craig Murray, Regular**  
Las Gallinas Valley Sanitary District  
**Cathryn Hilliard, Alternate**  
Southern Marin Fire Protection District

**Larry Chu, Regular**  
Public Member  
**Roger Smith, Alternate**  
Public Member



# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

**AGENDA REPORT**  
June 13<sup>th</sup>, 2024  
Item No. 6 (Business)

**TO:** Local Agency Formation Commission

**FROM:** Jason Fried, Executive Officer

**SUBJECT:** Election of Chair and Vice-Chair

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### Background

Marin LAFCo's policy 3.5 directs the election of Chair and Vice-Chair to one-year terms at the first regular meeting in or immediately following May of each year.

The Chair shall also serve as the immediate supervisor to the Executive Officer and is responsible for making committee appointments. The Vice-Chair shall have all the powers and duties of the Chair during their absence or inability to act. Both the Chair and Vice-Chair can sign checks on behalf of LAFCo.

The voting members retain full discretion in proceeding with the selection process as collectively deemed appropriate, and compliant with the Brown Act.

Staff does not take a position on this subject matter and leaves it to the discretion of the Commission as a whole to decide.

### Staff Recommendation for Action

- Option 1 – Elect by a majority of voting members (a) Chair and (b) Vice-Chair to one-year terms commencing immediately and extending to May 2025, and/or until successors are elected.
- Alternate Option – Continue consideration of this item to a future meeting and give staff any needed instructions or further action.



# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

### AGENDA REPORT

June 13, 2024

Item No. 7 (Business Item)

**TO:** Local Agency Formation Commission

**FROM:** Mala Subramanian, General Counsel

**SUBJECT:** First Amendment to Executive Officer's Employment Agreement

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### Background

The Commission approved an Employment Agreement for Executive Officer's Services with Jason Fried effective January 2, 2019. Over the years there have been numerous amendments to the Employment Agreement. The Commission entered into a new Employment Agreement with Mr. Fried effective July 1, 2023 ("Employment Agreement"). The Commission desires to amend the Employment Agreement to increase compensation.

### Discussion

The Commission and the Executive Officer have been in the process of negotiating the terms of the amendment to the Employment Agreement related to compensation since the last meeting. The parties desire to enter into a First Amendment to the Employment Agreement effective July 1, 2024 that increases the compensation from \$177,625.76 to \$179,402.02. In addition, the existing Employment Agreement provides that effective Fiscal Year 2024/25 and thereafter, the Executive Officer shall be entitled to receive any cost-of-living adjustments (COLA) that are awarded to Commission staff, as of the effective date any such COLA is made effective for staff. The Commission has authorized a 3% COLA for Commission staff effective July 1, 2024. Therefore, the Executive Officer's new salary with a merit increase and COLA shall be \$184,784.08.

### Recommendation

Authorize the Chair to execute the First Amendment to the Employment Agreement.

### Attachments:

1. Executive Officer Employment Agreement
2. First Amendment to the Employment Agreement

**Administrative Office**  
Jason Fried, Executive Officer  
1401 Los Gamos Drive, Suite 220  
San Rafael, California 94903  
T: 415-448-5877 E: staff@marinlafco.org  
www.marinlafco.org

**Dennis Rodoni, Vice-Chair**  
County of Marin

**Eric Lucan, Regular**  
County of Marin

County of Marin

**Barbara Coler, Chair**  
Town of Fairfax

**Steve Burdo, Regular**  
Town of San Anselmo

**Stephen Burke, Alternate**  
City of Mill Valley

**Lew Kiou, Regular**  
Almonte Sanitary District

**Craig Murray, Regular**

**Cathryn Hilliard, Alternate**

**Larry Chu, Regular**  
Public Member

**Roger Smith, Alternate**  
Public Member

## AGREEMENT

This Agreement (hereinafter referred to as “Agreement”), made and entered into on the latest date of signature below by and between the Marin Local Agency Formation Commission, an Agency established by the State of California (hereinafter referred to as “Commission”) and Jason Fried (hereinafter referred to as “Employee”), to appoint Employee as the duly appointed EXECUTIVE OFFICER of the Commission shall be effective July 1, 2023.

## RECITALS

1. Through action of its membership on December 13, 2018, the Commission voted to extend Employee appointment as EXECUTIVE OFFICER of the Commission effective January 2, 2019.
2. The Commission and the EXECUTIVE OFFICER have entered into numerous amendments to the Employment Agreement that was effective January 2, 2019 and desire to enter into a new Agreement to provide certain benefits, establish certain conditions of employment, and set working conditions of said EXECUTIVE OFFICER.
3. In consideration of the mutual promises and covenants hereinafter contained, the parties do hereby agree as follows:

### **Section 1. Duties.**

The powers and duties of the EXECUTIVE OFFICER shall be as those described generally in the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 codified at Section 56000 et seq. of the California Government Code, and any local standards, policies, guidelines or procedures adopted by the Commission. In addition the Commission may direct the EXECUTIVE OFFICER to perform other legally permissible and proper duties and functions as the Commission shall from time to time assign to carry out the functions of the Commission.

### **Section 2. Salary.**

Commission agrees to pay Employee for his services rendered pursuant hereto an annual base salary of \$177,625.76 (ONE HUNDRED SEVENTY-SEVEN THOUSAND SIX HUNDRED TWENTY-FIVE DOLLARS AND SEVENTY-SIX CENTS), payable in accordance with the Commission’s standard payroll practices. Effective Fiscal Year 2024/25 and thereafter, Employee shall be entitled to receive any cost-of-living salary adjustments (COLA) that are awarded to Commission staff, as of the effective date any such COLA is made effective for staff. As part of the annual performance evaluation, Employee shall also be eligible for merit-based increases in compensation, if any, as determined by the Commission.

## Hours of Work

Employee is expected to generally be working and available during regular business hours, as well as at any other time needed to carry out the duties of the position. In accordance with Section 6.2a of the Personnel Policy Handbook, Employee generally works a 9/80 schedule. In light of his exempt status and the nature of his position, Employee's schedule of work each day and week may vary in accordance with the work required to be performed and in accordance with any specific direction provided by the Commission. Employee understands and agrees that he is an exempt executive management employee, and that he shall not be entitled to any additional compensation and/or time off as a result of working more than 40 hours in any given week. It is recognized that work in some weeks may exceed 40 hours and, conversely, work in other weeks may be less than 40 hours. Employee is expected to work the hours required to get the job done.

### **Section 3. Full Energy and Skills; Conflicts**

Employee shall faithfully, diligently, and to the best of Employee's abilities, perform all duties that may be required under this Agreement. Employee agrees that Employee has a duty of loyalty and a general fiduciary duty to the Commission. Absent advance written permission from the Commission, Employee shall devote the whole of Employee's working time, skill, experience, knowledge, ability, labor, energy, attention, and best effort exclusively to the Commission's business and affairs.

Employee shall not engage in any employment, activity, consulting service, or other enterprise, for compensation or otherwise, which is actually or potentially in conflict with, inimical to, or which interferes with the performance of Employee's duties.

### **Section 4. Paid Leave – Vacation, Sick Leave, and Holidays.**

Employee shall accrue vacation, sick leave, and holidays, as provided in the Commission's Personnel Policy Handbook. The terms and conditions of accrual, use, and payment of those types of paid leave for Employee are set forth in the handbook policies for each type of leave, as those policies may be amended from time to time.

### **Section 5. Benefits.**

The Commission agrees to provide to Employee a benefit package consistent with County of Marin unrepresented employees with a similar classification (bargaining group 21-01) to be used to pay the cost of benefits which include, but are not limited to disability, health, life, vision, and dental plans. Employee recognizes and agrees that Employee contributions to the dental, vision services and basic life insurance plans are mandatory. Health insurance contributions are

also mandatory absent Employee providing annual documentation demonstrating qualifying alternative coverage.

**Section 6. Pension and Retiree Health Care.**

Employee is a mandatory member of the Marin County Employees Retirement System (MCERS or MCERA), in Tier 3 thereof, for the purposes of pension and retiree health care, as the terms and provisions of such Tier 3 exist upon the execution of this Agreement. Notwithstanding the preceding, it is anticipated that the Commission will explore the option of enrolling Employee in a defined benefit plan administered by CalPERS in lieu of continued participation in MCERS or MCERA.

**Section 7. Expenses, Phone and Mileage.**

The Commission agrees to reimburse Employee for work-related expenses for purposes including, but not limited to, professional dues and subscriptions, professional development, meal expenses, travel to approved conferences or seminars, and general expenses of a job related and non-personal nature subject to reasonable control and budgetary approval by the Commission. All reimbursements must be based on receipts and similar documentation. Commission shall provide, at its expense, a cell phone and cell phone service package to Employee for Commission business. Commission shall provide an auto allowance of \$350 per month, paid as wages and subject to appropriate withholdings and deductions, for expenses incurred for mileage due to job-related local travel.

**Section 8. Performance Evaluation.**

A. The Commission shall review and evaluate the performance of the Employee at least once annually, around the time of his anniversary date. Said review and evaluation shall be in accordance with specific criteria developed jointly by the Commission and Employee, consistent with Commission's adopted Policies, Procedures and Guidelines. Said criteria may be added to or deleted from as the Commission may from time to time determine, in consultation with Employee. Further, the Chair of the Commission shall provide Employee with a written summary statement of findings of the Commission and provide an adequate opportunity for the Employee to discuss his evaluation with the Commission. In its discretion, the Commission can also provide Employee with informal evaluations or performance feedback at any time deemed appropriate by the Commission.

B. Annually, the Commission and Employee shall define such goals and performance objectives that they determine necessary for the proper operation of the Commission and shall further establish a relative priority among those various goals and objectives.



**Section 9. Term, Termination, and Potential Severance.**

A. This Agreement shall expire on June 30, 2026 unless terminated earlier in accordance with this provisions.

B. Employee recognizes and agrees that the position of EXECUTIVE OFFICER to the Commission is “at will,” that he serves at the pleasure of the Commission, and that he has no property interest in such employment but rather may be terminated or asked to resign by the Commission at any time, with or without cause, and with or without advance notice. Either party may terminate this Agreement at any time upon two (2) weeks written notice to the other party in the sole discretion of the party seeking to terminate this agreement.

C. Subject to this subsection and subsection D below, should Employee be terminated or asked to resign in lieu of termination he shall receive four (4) pay periods of salary, subject to payroll deductions and withholdings. Any payments provided under this section are expressly conditioned on Employee’s written release of any and all claims against the Commission, its Board members, officers and employees, in a form prepared by the Commission. Further, any payments under this section are subject to and must comply with the limitations set forth in Government Code Sections 53260 and 53243-53243.4.

D. If the termination of Employee is the result of gross mismanagement and/or an act or acts of moral turpitude, Employee shall not be eligible for or paid any severance pay. In such an instance, Employee’s sole remedy shall be a judicial action in declaratory relief to determine whether there was substantial evidence of gross mismanagement and/or an act or acts of moral turpitude. If the court determines there was not substantial evidence, Employee shall receive the severance pay provided in this Section 12, but no other damages.

**Section 10. Indemnification.**

In accordance with statutory indemnification applicable to the EXECUTIVE OFFICER through Marin County Code and/or State and Federal statutes, the Commission, shall defend, hold harmless and indemnify Employee against any tort, professional liability claim or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring in the performance by Employee of his duties. The Commission may, in its discretion, compromise and settle any such claim or suit, and will pay the amount of any settlement or final judgment rendered against Employee occurring in the performance of his duties as EXECUTIVE OFFICER.

**Section 11. Other Terms and Conditions.**

The Commission, with the mutual consent of Employee, may fix any such other terms and conditions of employment, as it may determine from time to time, provided such terms and

conditions are not inconsistent with or in conflict with the provisions of this Agreement or any law.

**Section 12. Notices.**

Notices pursuant to this Agreement shall be given by deposit in the custody of the United States Postal Service, First Class postage prepaid, or by traceable overnight delivery service (FedEx or equivalent), addressed as follows:

**A. COMMISSION:**

Chair  
Marin Local Agency Formation Commission  
1401 Los Gamos Drive, Suite 220  
San Rafael, CA 94903

**B. EXECUTIVE OFFICER:**

Jason Fried  
[Address on file]

Alternatively, notices required pursuant to this agreement may be personally served in the same manner as if applicable to civil judicial practice. Notice shall be deemed given as of the date of personal service, or as of the date of deposit of such written notice with the United States Postal Service or overnight delivery service.

**Section 13. General Provisions.**

A. The text of this Agreement shall constitute the entire agreement between the parties, and it supersedes any and all prior or contemporaneous agreements, representations and understandings of the parties. This Agreement may be amended at any time by mutual agreement of the parties, but any such amendment must be in writing, dated, and signed by the parties.

B. Employee may not assign this Agreement in whole or in part.

C. This Agreement shall be binding upon and inure to the benefit of the heirs at law and executors of Employee.

D. This agreement shall become effective on the latest date of signature below.

E. This Agreement shall be governed by and construed in accordance with the laws of the State of California. Employee and City agree that venue for any dispute shall be in Marin County, California.

F. If any provision or any portion thereof contained in this Agreement is held unconstitutional, invalid or unenforceable, the remainder of this agreement or portion thereof shall be deemed severable, shall not be affected and shall remain in full force and effect.

G. The headings on each of the sections and subsections of this Agreement are for the convenience of the parties only and do not limit or expand the contents of any such section or subsection.

**IN WITNESS WHEREOF**, the Marin Local Agency Formation Commission has caused this agreement to be signed and executed on its behalf by its Chair.



LEW KIOUS, CHAIR  
MARIN LOCAL AGENCY FORMATION  
COMMISSION

Date: 8/10/23



JASON FRIED, EMPLOYEE

Date: 8/10/23

Approved as to form:



MALA SUBRAMANIAN,  
COMMISSION COUNSEL

Date: 8-10-23

## FIRST AMENDMENT TO EMPLOYMENT AGREEMENT

This First Amendment to the Employment Agreement for Executive Officer (“First Amendment”) is made and entered into as of June \_\_, 2024, by and between the Marin Local Agency Formation Commission, an Agency established by the State of California (hereinafter referred to as “Commission”) and Jason Fried (hereinafter referred to as “Employee”) and duly appointed EXECUTIVE OFFICER of the Commission.

### RECITALS

The Commission and Employee entered into an agreement, effective July 1, 2023 to provide certain benefits, establish certain conditions of employment, and set working conditions of Employee to serve as EXECUTIVE OFFICER (“Agreement”).

The Commission and Employee now desire to amend the Agreement in order to increase compensation.

In consideration of the mutual promises and covenants hereinafter contained, the parties do hereby agree as follows:

1. **Salary.** The first paragraph of Section 2 entitled “Salary” is hereby amended in its entirety as follows:

“Effective July 1, 2024, Commission agrees to pay Employee for his services rendered pursuant hereto an annual base salary of \$179,402.02 (ONE HUNDRED SEVENTY-NINE THOUSAND FOUR HUNDRED TWO DOLLARS AND TWO CENTS), payable in accordance with the Commission’s standard payroll practices. In addition, effective Fiscal Year 2024/25 and thereafter, Employee shall be entitled to receive any cost-of-living salary adjustments (COLA) that are awarded to Commission staff, as of the effective date any such COLA is made effective for staff. As part of the annual performance evaluation, Employee shall also be eligible for merit-based increases in compensation, if any, as determined by the Commission.”

2. Except as amended herein, all provisions of the Agreement shall remain in full force and effect and shall govern the actions of the parties under this First Amendment.

3. This First Amendment may be signed in counterparts, each of which shall constitute an original.

IN WITNESS WHEREOF, the parties hereto have executed this First Amendment as of the date first herein above written.

By: \_\_\_\_\_  
BARBARA COLER, CHAIR  
MARIN LOCAL AGENCY FORMATION  
COMMISSION

By: \_\_\_\_\_  
JASON FRIED, EMPLOYEE



# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

**AGENDA REPORT**  
June 13<sup>th</sup>, 2024  
Item No. 8 (Business)

**TO:** Local Agency Formation Commission  
**FROM:** Jason Fried, Executive Officer  
**SUBJECT:** Discussion and Possible Approval of Items Related to CALAFCO Conference

### **Background**

The California Association of Local Agency Formation Commissions (CALAFCO) is holding its annual conference from October 16-18 in Fish Camp, CA at the Tenaya Lodge at Yosemite. Each year CALAFCO holds the elections for half of the seats on its Board of Directors. The Board is broken into 4 regions with each region having 4 seats, one representing each type of LAFCo member (County, City/Town, Special District, and Public Member), with 2 of the seats up for election in any given year. Marin LAFCo is part of the Coastal Region which this cycle will be electing members who serve as County and Special District Member seats. CALAFCO has sent out the nomination forms for its board members. Staff has forwarded that information to our County and Special District members to let them know. The Commission can nominate a candidate to serve in one of these seats. Nominations are open for a while so while the Commission can nominate at our August meeting it would be advised to nominate early to let others know in our region of the intention to serve on the CALAFCO Board.

As part of the CALAFCO annual conference, they host an awards banquet dinner. The Commission should review all categories and determine if it wishes to make any nominations this year.

In addition, Marin LAFCo will need to designate who our voting delegate and alternate delegate at the conference will be. The voting delegate needs to be present at the regional and business meeting to vote which takes place during the conference. In recent history, Marin LAFCo has used the following order: Chair, Vice-Chair, Regular Member, Alternate Member, Staff, to determine voting delegate and alternate voting delegate status. The Commission in the past has also given authority to the Chair to make any needed adjustments to the voting and alternate delegate based on changes on who will be able to attend.

Finally, each Commissioner will need to decide if they wish to attend. While registration has not yet started, given that the last time the conference was held at this location rooms booked up at the hotel very quickly. so those who reserved later had to stay at hotels that were 20-plus minutes from the conference site. Should any Commissioner plan to attend, please let staff know so proper reservations can be made on your behalf.

### **Recommendation for Action**

Staff Recommendation – Staff views these matters as a decision for the Commission. Should the Commission wish to make nominations for the CALAFCO Board of Directors or Awards nominations they should do so tonight. In addition, the Commission should decide on who the voting and alternate delegate(s) will be for the Conference and give the Chair the authority to change voting delegates if needed.

Attachment:

- 1) CALAFCO Board of Directors Nomination packet
- 2) Awards Nomination packet

**Administrative Office**  
Jason Fried, Executive Officer  
1401 Los Gamos Drive, Suite 220  
San Rafael, California 94903  
T: 415-448-5877 E: staff@marinlafco.org  
www.marinlafco.org

**Dennis Rodoni, Vice-Chair**  
County of Marin

**Eric Lucan, Regular**  
County of Marin  
Stephanie Moulton-Peters, Alternate  
County of Marin

**Barbara Coler, Chair**  
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**Steve Burdo, Regular**  
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City of Mill Valley

**Lew Kiou, Regular**  
Almonte Sanitary District

**Craig Murray, Regular**  
Las Gallinas Valley Sanitary District  
**Cathryn Hilliard, Alternate**  
Southern Marin Fire Protection District

**Larry Chu, Regular**  
Public Member

**Roger Smith, Alternate**  
Public Member

Date: May 21, 2024

To: Local Agency Formation Commission Members and  
Alternate Members

From: Kenneth Leary, Committee Chair  
CALAFCO Board Election Committee  
CALAFCO Board of Directors

RE: Nomination Period Now Open for 2024/2025 CALAFCO Board of Directors



The Nomination Period is now open for the fall elections of the CALAFCO Board of Directors for the following seats:

CENTRAL REGION	COASTAL REGION	NORTHERN REGION	SOUTHERN REGION
County Member	County Member	City Member	City Member
District Member	District Member	Public Member	Public Member

Please inform your Commission that the CALAFCO Election Committee will be accepting nominations for the above-cited seats until:

**MONDAY, SEPTEMBER 16, 2024**

*Serving on the CALAFCO Board is a unique opportunity to work with other commissioners throughout the state on legislative, fiscal, and operational issues that affect us all. The Board meets four to five times each year, generally virtually. However, strategic plan retreats and other meetings may be scheduled in-person and will alternate around the state. A job description is attached that more fully discusses director responsibilities and time commitment.*

*Board terms span a two-year period, with no term limits, and any LAFCO commissioner or alternate commissioner is eligible to run for a Board seat.*

*Elections will be conducted during Regional Caucuses at the CALAFCO Annual Conference prior to the Annual Membership Meeting on Thursday, October 17, 2024 at the Tenaya Lodge in Fish Camp, California.*

***Should your Commission nominate a candidate, please return the completed Nomination Form and Candidate's Résumé Form by the deadline. Completed nomination forms and all materials must be RECEIVED by CALAFCO by the deadline.***

Electronic filing of nomination forms is ***highly encouraged*** to facilitate the recruitment process. Please email to [info@calafco.org](mailto:info@calafco.org). However, hard copy forms and materials may also be mailed to:

Election Committee c/o Executive Director  
California Association of Local Agency Formation Commissions  
1451 River Park Drive, Suite 185  
Sacramento, CA 95815

Complete nominations received by the September 16th deadline will be included in the Election Committee's Report that will be distributed to LAFCO members. Candidate names will be listed in the report, and on the ballot, in the order nominations are received. The Election Committee Report will be distributed no later than October 3, 2024, with ballots made available to Voting Delegates at the Annual Conference.

Nominations received after the deadline will be returned; however, nominations may be made from the floor during the Regional Caucuses or during at-large elections, if required, at the Annual Membership Meeting.

For those member LAFCOs who cannot send a representative to the Annual Meeting, an electronic ballot will be made available *if requested in advance*. **Ballot requests must also be received no later than Monday, September 16, 2024, with completed absentee ballots due by no later than Thursday, October 10, 2024.**

#### NOMINATION/ELECTION PROCESS DEADLINES AND TIMELINES

- **May 21** – Nomination Announcement and packet sent to LAFCO membership and posted on the CALAFCO website.
- **September 16** – Completed Nomination packet due
- **September 16** – Request for an absentee/electronic ballot due
- **September 16** – Voting delegate name due to CALAFCO
- **October 3** – Distribution of the Election Committee Report (includes all completed/submitted nomination papers)
- **October 3** – Distribution of requested absentee/electronic ballots.
- **October 10** – Absentee ballots due to CALAFCO
- **October 17** - Elections

If you have any questions about the election process, please contact CALAFCO Executive Director René LaRoche at rlaroche@calafco.org or by calling 916-442-6536.

Members of the 2024/2025 CALAFCO Election Committee are:

Kenneth Leary, Committee Chair	Napa LAFCO (Coastal Region)
Bill Connelly	Butte LAFCO (Northern Region)
Kimberly Cox	San Bernardino LAFCO (Southern Region)
Anita Paque	Calaveras LAFCO (Central Region)

To assist you in this consideration, you will find attached for your reference a copy of the CALAFCO Board Member Job Description, the CALAFCO Board of Directors Nomination and Election Procedures and Forms, and the current listing of Board Members and corresponding terms of office.

*I sincerely hope that you will consider joining us!*

Attachments.



## Board Member Job Description

### California Association of Local Agency Formation Commissions (CALAFCO) Member of the Board of Directors

#### Mission

As a 501(c)(3) nonprofit organization, CALAFCO supports LAFCOs by *promoting efficient and sustainable government services based on local community values through legislative advocacy and education.*

For more information, please see CALAFCO's website at [www.calafco.org](http://www.calafco.org).

#### Values

The underlying values that define our organization are: *dependability, efficiency, honesty, and transparency.*

#### Duties

Board members have the following legal duties:

1. **Duty of Care:** *Ensuring prudent use of all assets including financial, facility, people, and good will.*
2. **Duty of Loyalty:** *Ensuring that the association's activities and transactions are, first and foremost, advancing its mission; Recognizing and disclosing conflicts of interest; Making decisions that are in the best interest of the association and not in the best interest of an individual board member, or any other individual or entity.*
3. **Duty of Obedience:** *Ensuring that the association obeys applicable laws and regulations; follows its own bylaws and policies; and that it adheres to its stated corporate purposes/mission.*

#### Position

The Board is a governing body and is expected to support the work of CALAFCO by providing mission-based leadership and strategic governance. While day-to-day operations are led by CALAFCO's Executive Director (ED), the Board-ED relationship is a partnership and the appropriate involvement of the Board is both critical and expected. Board Members are tasked with the Leadership, Governance, and Oversight of the association. Responsibilities include, but are not limited to:

- Representing CALAFCO to stakeholders; acting as an ambassador for the organization to regional members and California legislators.



- Approving policies that provide the appropriate authority and guidance for/to the ED in the administration of the organization.
- Serving as a trusted advisor to the ED.
- Participating in strategic planning retreats.
- Reviewing agenda and supporting materials, and communicating question to the Executive Director, prior to board and committee meetings.
- Weighing the organization's outcomes against strategic plan initiatives.
- Approving CALAFCO's annual budget, financial reports, and business decisions; being informed of, and meeting all, legal and fiduciary responsibilities.
- Assisting the ED and board chair in identifying and recruiting other Board Members to ensure CALAFCO's commitment to a diverse board and staff that recognizes the differing perspectives among LAFCOs.
- Partnering with the ED and other board members to ensure that board resolutions are carried out.
- Serving on committees or task forces and taking on special assignments, as needed.

### **Board Terms/Expected Participation**

CALAFCO's Board Members are elected during regional caucuses held at the association's annual meeting, and serve two-year terms.

Regular board meetings are held quarterly, special meetings are called as needed, strategic planning retreats are held every two years, committee meetings are called at different times during the year, and legislative canvassing in Sacramento may be needed. Two absences, within a calendar year, from any regularly scheduled board meetings constitutes a resignation of the Board member.

### **Qualifications**

Board Members must be seated LAFCO Commissioners at their local level.

This is an extraordinary opportunity for an individual who is passionate about the importance of the role that LAFCOs play in the sustainable growth of a region, and who has a track record of leadership. His/her accomplishments will allow him/her to interface effectively with the state legislature, as well as attract other well-qualified, high-performing Board Members.

### **Remuneration**

Service on CALAFCO's Board of Directors is without remuneration. Administrative support, travel, and accommodation costs are typically provided by a director's home LAFCO.



# Board of Directors Nomination and Election Procedures and Forms

The procedures for nominations and election of the CALAFCO Board of Directors [Board] are designed to assure full, fair and open consideration of all candidates, provide confidential balloting for contested positions and avoid excessive demands on the time of those participating in the CALAFCO Annual Conference.

The Board nomination and election procedures shall be:

## 1. APPOINTMENT OF AN ELECTION COMMITTEE:

- a. Following the Annual Membership Meeting the Board shall appoint an Election Committee of four members of the Board. The Election Committee shall consist of one member from each region whose term is not ending.
- b. The Board Chair shall appoint one of the members of the Election Committee to serve as Committee Chair. The CALAFCO Executive Director shall either serve as staff to the Election Committee or appoint a CALAFCO regional officer to serve as staff in cooperation with the Executive Director.
- c. Each regional officer shall serve as staff liaison to the Election Committee specifically to assist in conducting the election as directed by the Executive Director and Committee.
- d. Goals of the Committee are to encourage and solicit candidates by region who represent member LAFCOs across the spectrum of geography, size, and urban-suburban-rural population, and to provide oversight of the elections process.

## 2. ANNOUNCEMENT TO ALL MEMBER LAFCOs:

- a. No later than four months prior to the Annual Membership Meeting, the Election Committee Chair shall send an announcement to each LAFCO for distribution to each commissioner and alternate. The announcement shall include the following:
  - i. A statement clearly indicating which offices are subject to the election.
  - ii. A regional map including LAFCOs listed by region.
  - iii. The specific date by which all nominations must be received by the Election Committee. The deadline shall be no later than 30 days prior to the opening of the Annual Conference. Nominations received after the closing date shall be returned to the proposing LAFCO marked "Received too late for Election Committee action."
  - iv. The names of the Election Committee members and the name of their LAFCO, regional representation, email address and phone number. The name, email address and phone number of the Executive Director shall also be included.
  - v. The email address and physical address to send the nominations forms.
  - vi. A form for a Commission to use to nominate a candidate and a candidate resume form of no more than one page each to be completed for each nominee.
  - vii. The specific date by which all voting delegate names are due.
  - viii. The specific date by which absentee ballots must be requested, the date CALAFCO will

Key Timeframes for Nominations Process	
Days*	
120	Nomination announcement
30	Nomination deadline
14	Committee report released
*Days prior to annual membership meeting	

These policies and procedures were adopted by the CALAFCO Board of Directors on 12 January 2007 and amended on 9 November 2007, 8 February 2008, 13 February 2009, 12 February 2010, 18 February 2011, 29 April 2011, 11 July 2014, 27 October 2017, 11 May 2018, 24 July 2020, 30 April 2021, 30 July, 2021, and 21 January, 2022. They supersede all previous versions of the policies.

distribute the absentee ballots, and the date by which they must be received by the Executive Director.

- b. A copy of these procedures shall be posted on the web site.

### **3. THE ELECTION COMMITTEE:**

- a. The Election Committee and the Executive Director have the responsibility to monitor nominations and help assure that there are adequate nominations from each region for each seat up for election. No later than two weeks prior to the Annual Conference, the Election Committee Chair shall distribute to the members the Committee Report organized by regions, including copies of all nominations and resumes, which are received prior to the end of the nomination period.
- b. At the close of the nomination period, the Election Committee shall prepare regional ballots. Each region will receive a ballot specific to that region. Each region shall conduct a caucus at the Annual Conference for the purpose of electing their designated representatives. Caucus elections must be held prior to the annual membership meeting at the Conference. The assigned regional officers along with a member of the Election Committee shall tally ballots at each caucus and provide the Election Committee the names of the elected Board members and any open seats. In the event of a tie, the regional officer and Election Committee member shall immediately conduct a run-off ballot of the tied candidates.
- c. Make available sufficient copies of the Committee Report for each Voting Delegate by the beginning of the Annual Conference. Only the designated Voting Delegate, or the designated Alternate Voting Delegate shall be allowed to pick up the ballot packet at the Annual Conference.
- d. Make available blank copies of the nomination forms and resume forms to accommodate nominations from the floor at either the caucuses or the annual meeting (if an at-large election is required).
- e. Advise the Executive Director to provide "CANDIDATE" ribbons to all candidates attending the Annual Conference.
- f. Advise the Executive Director to provide "VOTING DELEGATE" ribbons to all voting delegates attending the Annual Conference.
- g. Post the candidate statements/resumes organized by region on a bulletin board or other easily accessible location near the registration desk.
- h. Regional elections shall be conducted as described in Section 4 below. The representative from the Election Committee shall serve as the Presiding Officer for the purpose of the caucus election and shall be assisted by a regional officer from a region other than their own, as assigned by the Executive Director
- i. Following the regional elections, in the event that there are open seats for any offices subject to the election, the Election Committee Chair shall notify the Chair of the Board of Directors that an at-large election will be required at the annual membership meeting and to provide a list of the number and category of seats requiring an at-large election.

### **4. ELECTRONIC BALLOT FOR LAFCO IN GOOD STANDING NOT ATTENDING ANNUAL MEETING**

Limited to the elections of the Board of Directors

- a. Any LAFCO in good standing shall have the option to request an electronic ballot if there will be no representative attending the annual meeting.
- b. LAFCOs requesting an electronic ballot shall do so in writing to the Executive Director no later than 30 days prior to the annual meeting.
- c. The Executive Director shall distribute the electronic ballot no later than two weeks prior to the

annual meeting.

- d. LAFCO must return the ballot electronically to the Executive Director no later than three working days prior to the annual meeting.
- e. LAFCOs voting by electronic ballot may discard their electronic ballot if a representative is able to attend the annual meeting.
- f. LAFCOs voting under this provision may only vote for the candidates nominated by the Election Committee as noted on the ballot and may not vote in any run-off elections.

**5. AT THE TIME FOR ELECTIONS DURING THE REGIONAL CAUCUSES OR ANNUAL MEMBERSHIP MEETING:**

- a. The Presiding Officer shall:
  - i. Review the election procedure with the membership of their region.
  - ii. Present the Election Committee Report (previously distributed).
  - iii. Call for nominations from the floor by category for those seats subject to this election:
    - 1. For city member.
    - 2. For county member.
    - 3. For public member.
    - 4. For special district member.
- b. To make a nomination from the floor, a LAFCO, which is in good standing, shall identify itself and then name the category of vacancy and individual being nominated. The nominator may make a presentation not to exceed two minutes in support of the nomination.
- c. When there are no further nominations for a category, the Presiding Officer shall close the nominations for that category.
- d. The Presiding Officer shall conduct a "Candidates Forum". Each candidate shall be given time to make a brief statement for their candidacy. If a candidate is absent from the regional caucus, they may ask someone in their region to make a brief statement on their behalf.
- e. The Presiding Officer shall then conduct the election:
  - i. For categories where there are the same number of candidates as vacancies, the Presiding Officer shall:
    - 1. Name the nominees and offices for which they are nominated.
    - 2. Call for a voice vote on all nominees and thereafter declare those unopposed candidates duly elected.
  - ii. For categories where there are more candidates than vacancies, the Presiding Officer shall:
    - 1. Poll the LAFCOs in good standing by written ballot.
    - 2. Each LAFCO in good standing may cast its vote for as many nominees as there are vacancies to be filled. The vote shall be recorded on a tally sheet.

3. Any ballots submitted electronically for candidates included in the Election Committee Report shall be added to the tally.
  4. With assistance from the regional officer, tally the votes cast and announce the results.
- iii. Election to the Board shall occur as follows:
1. A majority of the total number of LAFCOs in a given region are required for a quorum. Returned absentee ballots shall count towards the total required for a quorum.
  2. The nominee receiving the majority of votes cast is elected.
  3. In the case of no majority, the two nominees receiving the two highest number of votes cast shall face each other in a run-off election. Electronic ballots are not included in the tally for any run-off election(s).
  4. In case of tie votes:
    - a. A second run-off election shall be held with the same two nominees.
    - b. If there remains a tie after the second run-off, the winner shall be determined by a draw of lots.

## **6. ADDITIONAL PROCEDURES**

- a. For categories where there are more candidates than vacancies, names shall be listed on the ballot in the order the nomination was received and deemed complete.
- b. The Election Committee Chair shall announce and introduce all Board Members elected during the Regional Caucuses at the annual business meeting.
- c. In the event that Board seats remain unfilled after a Regional Caucus, an election will be held immediately at the annual business meeting to fill the position at-large. Nominations will be taken from the floor and the election process will follow the procedures described in Section 4 above. Any commissioner or alternate from a member LAFCO may be nominated for at-large seats.
- d. Seats elected at-large become subject to regional election at the expiration of the term. Only representatives from the region may be nominated for the seat.
- e. As required by the Bylaws, the members of the Board shall meet as soon as possible after election of new Board members for the purpose of electing officers, determining meeting places and times for the coming year, and conducting any other necessary business.

## **7. LOSS OF ELECTION IN HOME LAFCO**

Board Members and candidates who lose elections in their home office shall notify the Executive Director within 15 days of the certification of the election.

## **8. FILLING BOARD VACANCIES**

Vacancies on the Board of Directors may be filled by appointment by the Board for the balance of the unexpired term. Appointees must be from the same category as the vacancy, and should be from the same region.

# CALAFCO's Four Regions



The counties in each of the four regions consist of the following:

**Northern Region**

Butte  
Colusa  
Del Norte  
Glenn  
Humboldt  
Lake  
Lassen  
Mendocino  
Modoc  
Nevada  
Plumas  
Shasta  
Sierra  
Siskiyou  
Sutter  
Tehama  
Trinity  
Yuba

CONTACT: Steve Lucas  
Butte LAFCO  
slucas@buttecounty.net

**Southern Region**

Orange  
Los Angeles  
Imperial  
Riverside  
San Bernardino  
San Diego

CONTACT: Gary Thompson  
Riverside LAFCO  
gthompson@LAFCO.org

**Coastal Region**

Alameda  
Contra Costa  
Marin  
Monterey  
Napa  
San Benito  
San Francisco  
San Luis Obispo  
San Mateo  
Santa Barbara  
Santa Clara  
Santa Cruz  
Solano  
Sonoma  
Ventura

CONTACT: Dawn Longoria  
Napa LAFCO  
dawn.longoria@napa.lafco.ca.gov

**Central Region**

Alpine  
Amador  
Calaveras  
El Dorado  
Fresno  
Inyo  
Kings  
Madera  
Mariposa  
Merced  
Mono  
Placer  
Sacramento  
San Joaquin  
Stanislaus  
Tulare  
Tuolumne  
Yolo

CONTACT: José Henriquez  
Sacramento LAFCO  
henriquezj@saccounty.net

## CURRENT BOARD MEMBERS AND TERMS

NAME	REGION	TYPE & TERM
Bill Connelly	Butte <i>Northern</i>	County (2025)
Kimberly Cox	San Bernardino Southern	District (2025)
Rodrigo Espinosa	Merced <i>Central</i>	County (2024)
Yxstian Gutierrez	Riverside Southern	County (2025)
Blake Inscore, <b>Secretary</b>	Del Norte <i>North</i>	City (2024)
Gay Jones, <b>Treasurer</b>	Sacramento <i>Central</i>	District (2024)
Kenneth Leary	Napa Coastal	Public (2025)
Gordon Mangel	Nevada <i>Northern</i>	District (2025)
Michael McGill	Contra Costa <i>Coastal</i>	District (2024)
Derek McGregor	Orange <i>Southern</i>	Public (2024)
Margie Mohler, <b>Chair</b>	Napa <i>Coastal</i>	City (2025)
Anita Paque	Calaveras <i>Central</i>	Public (2025)
Wendy Root Askew	Monterey <i>Coastal</i>	County (2024)
Josh Susman	Nevada <i>Northern</i>	Public (2024)
Tamara Wallace	El Dorado Central	City (2025)
Acquanetta Warren, <b>Vice-Chair</b>	San Bernardino <i>Southern</i>	City (2024)





Board of Directors

2024/2025 Nomination Form

(Must accompany the Candidate Résumé Form)

*Nomination to the CALAFCO Board of Directors*

In accordance with the Nominations and Election Procedures of CALAFCO,

\_\_\_\_\_ LAFCO of the \_\_\_\_\_ Region

Nominates \_\_\_\_\_

for the (check one)     City     County     Special District     Public

Position on the CALAFCO Board of Directors to be filled by election at the next Annual Membership Meeting of the Association.

\_\_\_\_\_  
LAFCO Chair

\_\_\_\_\_  
Date

**NOTICE OF DEADLINE**

Nomination Packets must be received by **September 16, 2024** to be considered by the Election Committee.

Send completed nominations to  
[info@calafco.org](mailto:info@calafco.org)

Or, mail to:

CALAFCO Election Committee  
CALAFCO  
1451 River Park Drive, Ste. 185  
Sacramento, CA 95815

Date Received



Board of Directors  
2024/2025 Candidate Résumé Form  
(Complete both pages)

Nominated By: \_\_\_\_\_ LAFCO Date: \_\_\_\_\_

Region (please check one):  Northern  Coastal  Central  Southern

Category (please check one):  City  County  Special District  Public

Candidate Name \_\_\_\_\_

Address \_\_\_\_\_

Phone Office \_\_\_\_\_ Mobile \_\_\_\_\_

e-mail \_\_\_\_\_

Personal and Professional Background:

LAFCO Experience:

CALAFCO or State-level Experience:

Availability:

Other Related Activities and Comments:

**NOTICE OF DEADLINE**

Complete Nomination Packets must be received by **September 16, 2024** to be considered by the Election Committee.

**Send completed nominations to**  
[info@calafco.org](mailto:info@calafco.org)

Or, mail to:

CALAFCO Election Committee  
CALAFCO  
1451 River Park Drive, Ste. 185  
Sacramento, CA 95815

Date: May 13, 2024

To: CALAFCO Members  
LAFCO Commissioners and Staff  
Other Interested Organizations

From: Blake Inscore, Committee Chair  
CALAFCO Achievement Awards Committee  
CALAFCO Board of Directors

Subject: 2024 CALAFCO Achievement Award Nominations  
Period Open



## **Deadline: Saturday, August 31, 2024**

On behalf of the Association, I am pleased to announce that the nomination period for the 2024 CALAFCO Achievement Awards is now open!

Each year, CALAFCO is honored to recognize outstanding achievements by dedicated and committed individuals and/or organizations from throughout the state at its Annual Conference Achievement Awards Ceremony. This year's ceremony will be held at the gorgeous Tenaya Lodge just outside Yosemite National Park on October 17th, during the awards banquet.

Recognizing individual and organizational achievements is an important responsibility. It provides visible recognition and support to those who have gone **above and beyond** over the last year to advance the principles and goals of the Cortese-Knox-Hertzberg Act. We invite you to use this opportunity to nominate the individuals and organizations you feel deserve this important recognition based on the criteria outlined.

Before submitting a nomination, ***please carefully review the nomination instructions and the criteria for each award as incomplete nominations, and nominations that do not adhere to the submission guidelines, will not be considered by the Committee.***

### **ACHIEVEMENT AWARDS NOMINATION PROCEDURE:**

1. Most nominations may be made by an individual, a LAFCO, a CALAFCO Associate Member, or any other organization.
2. Each nomination must meet the specific award category criteria for consideration.
3. With the exception of the Lifetime Achievement Award, all nominated projects or acts of service must have occurred or been completed between August 18, 2023, and August 15, 2024.
4. Nominations ***must be submitted with a completed nomination form.*** Please use a separate form for each

nomination. The form is your opportunity to highlight the most important points of your nomination.

5. Nomination *Executive Summaries* must be **limited to no more than 250 words in length**. Nomination *Summaries* must be **limited to no more than 1,000 words or 2 pages in length maximum**. You are encouraged to write them in a clear, concise and understandable manner. If the Awards Committee members require additional information, you will be contacted with that request. Any nomination received that exceeds this amount **will not be considered by the Committee**.
6. All supporting information (e.g. reports, news articles, etc.) must be submitted with the nomination. **Limit supporting documentation to no more than 3 pages**. If the Awards Committee members require additional information, you will be contacted with that request. Any nomination received that exceeds this amount **will not be considered by the Committee**.
7. All nomination materials must be submitted at one time and must be received by the deadline. No late nominations will be accepted – no exceptions. Electronic submittals are required and must be submitted as pdf document, using the fillable pdf document provided.
8. **Nominations and all supporting materials must be received no later than Saturday, August 31, 2024**. Send nominations via e-mail to:

Stephen Lucas, CALAFCO Executive Officer  
[slucas@buttecounty.net](mailto:slucas@buttecounty.net)

***You may contact Steve Lucas, CALAFCO Executive Officer, at [slucas@buttecounty.net](mailto:slucas@buttecounty.net) or (530) 538-7784 with any questions.***

### **Members of the 2024 CALAFCO Board of Directors Awards Committee**

**Board Members:**

*Blake Inscore*, Committee Chair (Del Norte LAFCO, Northern Region)  
*Rodrigo Espinosa* (Merced LAFCO, Central Region)  
*Kenneth Leary* (Napa LAFCO, Coastal Region)  
*Anita Paque* (Calaveras LAFCO, Central Region)

**Regional Officer Members:**

<i>Steve Lucas</i> , CALAFCO Executive Officer (Northern Region)	<a href="mailto:slucas@buttecounty.net">slucas@buttecounty.net</a>
<i>José Henriquez</i> , CALAFCO Deputy Executive Officer (Central Region)	<a href="mailto:henriquezj@saccounty.net">henriquezj@saccounty.net</a>
<i>Dawn Longoria</i> , CALAFCO Deputy Executive Officer (Coastal Region)	<a href="mailto:dlongoria@napa.lafco.ca.gov">dlongoria@napa.lafco.ca.gov</a>
<i>Gary Thompson</i> , CALAFCO Deputy Executive Officer (Southern Region)	<a href="mailto:gthompson@lafco.org">gthompson@lafco.org</a>

**Attachments:**

- Achievement Award categories, nomination and selection criteria
- Listing of prior Achievement Award recipients
- 2024 Achievement Award nomination form (separate file)



## CALAFCO ACHIEVEMENT AWARD CATEGORIES, NOMINATION & SELECTION CRITERIA

Every year, CALAFCO recognizes excellence within the LAFCO community, and among the full membership, by presenting *Achievement Awards* at the CALAFCO Annual Conference. Nominations are now open and being accepted until **Saturday, August 31, 2024** in the following categories:

### OUTSTANDING CALAFCO VOLUNTEER

#### Award Summary:

Recognizes a CALAFCO volunteer who has provided exemplary service **during the year past**. Exemplary service is service which clearly goes above and beyond that which is asked or expected in the charge of their responsibilities. This category may include a CALAFCO Board member, regional officer, program volunteer, or any other requested volunteer.

#### Nomination criteria:

1. Nominee must have volunteered for the Association during the year in which the nomination is being made.
2. Nominee does not have to be a CALAFCO member.
3. Volunteer efforts must have demonstrated the individual going above and beyond what was asked/expected with positive and effective results.
4. Nominee can be a CALAFCO Board member, regional officer, program volunteer or any other volunteer.

#### Selection criteria:

1. Must meet all nomination criteria requirements for consideration.
2. Equal consideration shall be given to each nominee, regardless of their position or role as a volunteer. Only the contributions and outcomes shall be considered, not the individual's position.
3. The extent of the volunteerism and the overall impact to the statewide Association and membership based on that volunteerism shall be considered.
4. Preference may be given to individuals who have not previously received this award and meet all the required criteria.

### OUTSTANDING CALAFCO ASSOCIATE MEMBER

#### Award Summary:

Presented to an active CALAFCO Associate Member (person or agency) that has advanced or promoted the cause of LAFCOs by consistently producing distinguished work that upholds the mission and goals of LAFCOs and has helped elevate the role and mission of LAFCOs through its work. Recipient consistently demonstrates a collaborative approach to LAFCO stakeholder engagement.

Further, the individual or firm has a proven commitment to the Association membership through volunteering time and resources to further the cause of LAFCO and CALAFCO.

Nomination criteria:

1. Nominee must be a CALAFCO Associate Member in good standing with the Association.
2. Nominee shall be an Associate Member for the full year in which the nomination is being made.
3. The Associate Member nominated shall have been an Associate Member in good standing with the Association for at least one year prior to the year for which the nomination is being made.
4. As an Associate Member, the nominee may be an individual, firm or agency.
5. The nominee may be an individual within an Associate Member firm or agency.
6. Nominee shall demonstrate that through their work as an Associate Member, the role and mission of LAFCO has been upheld and furthered.
7. Nominee must have proven cooperative and collaborative approaches to situations and solutions that affect LAFCOs statewide as an Associate Member.
8. Proven commitment to the Association's membership as an Associate Member by volunteering resources to the Association during the year in which the nomination is made.

Selection criteria:

1. Must meet all nomination criteria requirements for consideration.
2. Equal consideration shall be given to all nominees that meet the nominating criteria.
3. The level of volunteering time and resources to the Association shall be a consideration with all other nomination criteria.

## OUTSTANDING COMMISSIONER

Award Summary:

Presented to an individual Commissioner for extraordinary service to his or her Commission. Extraordinary service is considered actions above and beyond those required in the course of fulfilling their statutory responsibilities as a Commissioner. It requires consistently demonstrating independent judgment on behalf of the interest of the entire county, developing innovative and collaborative solutions to local issues, and leading the commission and community by example.

Nomination criteria:

1. Nominee must be a Commissioner of a LAFCO in good standing with the Association.
2. Nominee shall be a Commissioner for the full year in which the nomination is being made.
3. Proven demonstration of consistently exercising independent judgment for the greater good of the County is required.
4. Proven leadership of the commission and the community through collaborative, innovative and creative solutions to local issues is required.
5. Proven effective results and outcomes shall be demonstrated in the nomination.

Selection criteria:

1. Must meet all nomination criteria requirements for consideration.
2. Equal consideration shall be given to all nominees that meet the nominating criteria.
3. Representation type (city-county-district-public) shall not be a consideration nor shall be the size or geographic area of the LAFCO on which the Commissioner serves.

4. The overall impact of the leadership of the Commissioner shall be considered.
5. Preference may be given to individuals who have not previously received this award and meet all the required criteria.

## OUTSTANDING LAFCO PROFESSIONAL

### Award Summary:

Recognizes an Executive Officer, Staff Analyst, Clerk, Legal Counsel or any other LAFCO staff person for exemplary service during the past year. Exemplary service is considered actions which clearly go above and beyond that which is asked, expected, or required in the charge of their LAFCO responsibilities.

### Nomination criteria:

1. Nominee must be a staff person of a LAFCO in good standing with the Association.
2. Nominee shall be a staff person for the full year in which the nomination is being made.
3. As a staff person, the nominee can be either an employee of the LAFCO or a contractor providing employee-type services to the LAFCO.
4. Efforts must be demonstrated that the individual has consistently gone above and beyond or outside the scope of their role or job responsibilities, with proven results that otherwise would not have occurred.

### Selection criteria:

1. Must meet all nomination criteria requirements for consideration.
2. Equal consideration shall be given to all nominees that meet the nominating criteria.
3. Position within a LAFCO shall not be a consideration, nor shall be the size or geographic area of the LAFCO.
4. The overall impact of the LAFCO professional to their LAFCO and the greater community shall be considered.
5. Preference may be given to individuals who have not previously received this award and meet all the required criteria.

## LIFETIME ACHIEVEMENT AWARD

### Award Summary:

Recognizes any individual who has made extraordinary contributions to the statewide LAFCO community in terms of longevity of service, exemplary advocacy of LAFCO-related legislation, proven leadership in approaching a particular issue or issues, and demonstrated support in developing and implementing innovative and creative ways to support the goals of LAFCOs throughout California. At a minimum, the individual should be involved in the LAFCO community for at least twenty (20) years.

### Nomination criteria:

1. Nomination must be received from a member LAFCO or Associate Member in good standing with the Association.
2. A minimum of 20 years direct involvement with the LAFCO community is required for



- consideration.
3. During that time, nominee shall have a proven positive impact and effect on the support and evolution of LAFCOs statewide.
  4. This includes advocacy of LAFCOs statewide through legislation, developing creative and innovative solutions to LAFCO issues that serve beyond their LAFCO to the greater good, and collaborative stakeholder approaches to issues and opportunities to further the cause and mission of LAFCO.

Selection criteria:

1. Must meet all nomination criteria requirements for consideration.
2. Preference may be given to nominees who also have proven experience volunteering for CALAFCO through a regional officer role, serving on committees, serving on the CALAFCO Board, or any other method of volunteering for the Association that serves to promote and support the mission and work of LAFCOs throughout the state.

## LEGISLATOR OF THE YEAR

Award Summary:

Presented to a member of the California State Senate or Assembly in recognition of leadership and valued contributions in support of LAFCO goals that have a statewide effect. The recipient shall have demonstrated clear support and effort to further the cause and ability of LAFCOs to fulfill their statutory mission. Selected by CALAFCO Board by super majority.

Nomination criteria:

1. Nominee shall be a California State legislator during the full year in which the nomination was made.
2. Nominee must have demonstrated extraordinary leadership in the Legislature on behalf of LAFCOs statewide, with efforts resulting in a positive impact for all LAFCOs.

Selection criteria:

1. Must meet all nomination criteria requirements for consideration.
2. All Legislator of the Year nominations shall be forwarded by the Achievement Awards Committee to the Board for consideration.
3. Selection of the recipient of this award shall be done with a super majority approval of the Board (present at the time of the vote).

## MIKE GOTCH EXCELLENCE IN PUBLIC SERVICE AWARD

Award Summary:

Awarded to an individual, group or agency for actions that rise above expected or common functions or actions that are LAFCO-related; *and* reduce or eliminate common institutional roadblocks; *and* result in a truly extraordinary public service outcome. Individuals, a LAFCO, or collaborative effort among multiple LAFCOs or a LAFCO with other entities are eligible. Other entities shall be decision-making bodies at the local, regional or state level. This award has two distinct categories, each focusing on a specific area:

1. *Protection of agricultural and open space lands and prevention of sprawl*

2. *Innovation, collaboration, outreach and effective support of the evolution and viability of local agencies, promotion of efficient and effective delivery of municipal services*

Award categories:

- **Protection of agricultural and open space lands and prevention of sprawl**

Includes the development and implementation of programs or other actions associated with agriculture, water, flood control, parks and recreation, habitat conservation plans and public lands. Demonstrates the recipient has identified, encouraged and ensured the preservation of agricultural and open space lands. Proven actions that encourage cities, counties and special districts to direct development away from all types of agricultural lands, including prime agricultural lands and open space lands. Includes demonstrated consideration given in decisions to Regional Transportation Plans, including sustainable communities strategies and other growth plans to ensure reliable services, orderly growth, and sustainable communities.

- **Innovation, collaboration, outreach and effective support of the evolution and viability of local agencies, promotion of efficient and effective delivery of municipal services**

Includes the development and implementation of innovate support and systems within internal LAFCO operations in the support of local agencies. Actions produce systemic and sustainable improvements and innovation of local government. Proven facilitation of constructive discussions with local and regional agencies and proactive outreach to local and regional agencies as well as local stakeholders and communities to identify issues and solutions and demonstrated action as a coordinating agency in offering and supporting unique local solutions to meet local challenges. Successful demonstration of development of capacities and abilities of local agencies. Provide tools and resources to local agencies to address aging infrastructure, fiscal challenges and the maintenance of existing services. Demonstrated action to streamline the provision of local services with proven results that services are consistent or have been improved as a result, with little to no increased cost to the consumer. Focused efforts and proven results to ensure delivery of services to all communities, especially disadvantaged communities.

Nomination criteria:

1. Clear demonstration that the actions rise above expected or common functions or actions.
2. The actions reduced or eliminated common institutional roadblocks.
3. The actions clearly proven a truly extraordinary public service outcome that is systemic and sustainable.
4. Identified unique circumstances and factors leading to the solution/project.
5. The innovative steps taken by the LAFCO or entity/entities/individual to solve the problem, overcome the situation, or to take action.
6. Clear description of the results/outcomes of the work and the short- and long-term effects.
7. How this work can be promoted as a LAFCO best practice.
8. Clear demonstration how this nomination meets all criteria.

Selection Criteria:

1. Must meet all nomination criteria requirements for consideration.
2. Equal consideration shall be given to each nominee within each category. The size or geographic area of the LAFCO within a given category shall not be a consideration.
3. The overall impact of the actions and outcomes to the greater community being served shall be considered.
4. The level of impact based on the required nomination criteria shall be considered.

**QUALIFYING PERIOD: *With the exception of the Lifetime Achievement Award, all nominated projects or acts of service must have occurred or been completed between August 18, 2023, and August 15, 2024.***



## PREVIOUS CALAFCO ACHIEVEMENT AWARD RECIPIENTS

### 2023

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Lifetime Achievement Award:	<b>Dawn Mittleman Longoria</b> , Napa LAFCO
Outstanding Commissioner	<b>Richard Bettencourt</b> , San Benito LAFCO
Outstanding LAFCO Professional	Two-Way Tie: <b>José C. Henriquez</b> , Sacramento LAFCO <b>Andrea Ozdy</b> , Ventura LAFCO
Outstanding Associate Member	<b>Colantuono, Highsmith &amp; Whatley</b>
Outstanding Volunteer	<b>Anita Paque</b> , Calaveras LAFCO
Mike Gotch Award - Agriculture Innovation	<b>Napa LAFCO</b> <b>Tom Cooley</b> , Plumas LAFCO

### 2022

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Outstanding Commissioner	<b>Don Saylor</b> , Yolo LAFCO
Outstanding LAFCO Professional	<b>Carolyn Emery</b> , Orange LAFCO
Mike Gotch Award - Innovation, Collaboration, And Outreach	Two-Way Tie: <b>Cristine Crawford</b> , Yolo LAFCO, and <b>Erica Sanchez</b> , El Dorado LAFCO & <b>Amanda Ross</b> , South Fork Consulting, LLC

### 2020 – 2021 (2 year period due to the pandemic)

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Outstanding Associate Member	<b>Planwest Partners</b>
Outstanding Commissioner	<b>Olin Woods</b> , Yolo LAFCO
Outstanding LAFCO Professional	<b>Crystal Craig</b> , Riverside LAFCO
Mike Gotch Protection of Ag and Open Space Lands & Prevention of Urban Sprawl	<b>Napa LAFCO</b>
Mike Gotch Courage & Innovation in Local Government Leadership Award	<b>Yolo LAFCO</b>
Lifetime Achievement Award	<b>Jerry Glabach</b> , Los Angeles LAFCO

### 2019

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Distinguished Service Award	<b>Charley Wilson</b> , Orange LAFCO
Most Effective Commission	<b>Contra Costa LAFCO</b>
Outstanding Commissioner	<b>Jim DeMartini</b> , Stanislaus LAFCO
Outstanding LAFCO Professional	<b>David Church</b> , San Luis Obispo LAFCO
Project of the Year	<b>Orange LAFCO</b> , for <i>San Juan Capistrano Utilities MSR</i>
Government Leadership Award	<b>CA State Water Resources Control Board, Los Angeles County and Los Angeles LAFCO</b> , for <i>Sativa Water District</i>
Mike Gotch Courage & Innovation in Local Government Leadership Award	<b>Butte LAFCO</b>
Legislator of the Year	<b>Assembly Member Mike Gipson</b>
Lifetime Achievement Award	<b>John Benoit</b> , various LAFCOs, <b>Jurg Heuberger</b> , Imperial LAFCO

**2018**

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Distinguished Service Award	<b>John Withers</b> , Orange LAFCO
Most Effective Commission	<b>Santa Clara LAFCO</b>
Outstanding Commissioner	<b>Margie Mohler</b> , Napa LAFCO
Outstanding LAFCO Professional	<b>George Williamson</b> , Del Norte LAFCO
Outstanding LAFCO Clerk	<b>Elizabeth Valdez</b> , Riverside LAFCO
Outstanding CALAFCO Associate Member	<b>Best Best &amp; Krieger</b>
Project of the Year	<b>Lake LAFCo</b> , water services consolidation
Government Leadership Award	<b>City of Porterville, County of Tulare, Dept. of Water Resources, State Water Resources Control Board, Governor's Office of Emergency Services, Self Help Enterprises, Community Water Center</b> for East Porterville water supply project
Mike Gotch Courage & Innovation in Local Government Leadership Award	<b>Mike Ott</b> , San Diego LAFCO
Legislator of the Year	<b>Assembly Member Anna Caballero</b>
Lifetime Achievement Award	<b>Pat McCormick</b> , Santa Cruz LAFCO, <b>George Spiliotis</b> , Riverside LAFCO

**2017**

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Most Effective Commission	<b>Los Angeles LAFCO</b>
Outstanding CALAFCO Member	<b>Sblend Sblendorio</b> , Alameda LAFCO
Outstanding Commissioner	<b>John Marchand</b> , Alameda LAFCO
Outstanding LAFCO Professional	<b>Paul Novak</b> , Los Angeles LAFCO
Outstanding LAFCO Clerk	<b>Richelle Beltran</b> , Ventura LAFCO
Outstanding CALAFCO Associate Member	<b>Policy Consulting Associates</b>
Project of the Year	<b>County Services MSR</b> , Butte LAFCO, and <b>Santa Rosa Annexation</b> , Sonoma LAFCO
Government Leadership Award	<b>San Luis Obispo County Public Works Dept.</b>
Lifetime Achievement Award	<b>Kathy Rollings McDonald</b> (San Bernardino)

**2016**

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Distinguished Service Award	<b>Peter Brundage</b> , Sacramento LAFCO
Most Effective Commission	<b>San Luis Obispo LAFCO</b>
Outstanding CALAFCO Member	<b>John Leopold</b> , Santa Cruz LAFCO
Outstanding Commissioner	<b>Don Tatzin</b> , Contra Costa LAFCO
Outstanding LAFCO Professional	<b>Steve Lucas</b> , Butte LAFCO
Outstanding LAFCO Clerk	<b>Cheryl Carter-Benjamin</b> , Orange LAFCO
Project of the Year	<b>Countywide Water Study</b> , (Marin LAFCO)
Government Leadership Award	<b>Southern Region of CALAFCO</b>
Lifetime Achievement Award	<b>Bob Braitman</b> (retired Executive Officer)

## 2015

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Mike Gotch Courage & Innovation in Local Government Leadership Award	<b>Yuba County Water Agency</b>
Distinguished Service Award	<b>Mary Jane Griego</b> , Yuba LAFCO
Most Effective Commission	<b>Butte LAFCO</b>
Outstanding CALAFCO Member	<b>Marjorie Blom</b> , formerly of Stanislaus LAFCO
Outstanding Commissioner	<b>Matthew Beekman</b> , formerly of Stanislaus LAFCO
Outstanding LAFCO Professional	<b>Sam Martinez</b> , San Bernardino LAFCO
Outstanding LAFCO Clerk	<b>Terri Tuck</b> , Yolo LAFCO
Project of the Year	<b>Formation of the Ventura County Waterworks District No. 38</b> (Ventura LAFCO) and <b>2015 San Diego County Health Care Services five-year sphere of influence and service review report</b> (San Diego LAFCO)
Government Leadership Award	<b>The Cities of Dublin, Pleasanton, Livermore and San Ramon, the Dublin San Ramon Services District and the Zone 7 Water Agency</b>
CALAFCO Associate Member of the Year	<b>Michael Colantuono</b> of Colantuono, Highsmith & Whatley
Legislators of the Year Award	<b>Assembly member Chad Mayes</b>
Lifetime Achievement Award	<b>Jim Chapman</b> (Lassen LAFCO) and <b>Chris Tooker</b> (formerly of Sacramento LAFCO)

## 2014

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Mike Gotch Courage & Innovation in Local Government Leadership Award	<b>David Church</b> , San Luis Obispo LAFCO
Distinguished Service Award	<b>Kate McKenna</b> , Monterey LAFCO
Most Effective Commission	<b>Santa Clara LAFCO</b>
Outstanding CALAFCO Member	<b>Stephen Lucas</b> , Butte LAFCO
Outstanding Commissioner	<b>Paul Norsell</b> , Nevada LAFCO
Outstanding LAFCO Professional	<b>Kate McKenna</b> , Monterey LAFCO
Outstanding LAFCO Clerk	<b>Paige Hensley</b> , Yuba LAFCO
Project of the Year	<b>LAFCo Procedures Guide: 50<sup>th</sup> Year Special Edition</b> , San Diego LAFCO
Government Leadership Award	<b>Orange County Water District, City of Anaheim, Irvine Ranch Water District, and Yorba Linda Water District</b>
Legislators of the Year Award	<b>Assembly member Katcho Achadjian</b>
Lifetime Achievement Award	<b>Susan Wilson</b> , Orange LAFCO

## 2013

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Mike Gotch Courage & Innovation in Local Government Leadership Award	<b>Simón Salinas</b> , Commissioner, Monterey LAFCO
Distinguished Service Award	<b>Roseanne Chamberlain</b> , Amador LAFCO
Most Effective Commission	<b>Stanislaus LAFCO</b>
Outstanding CALAFCO Member	<b>Harry Ehrlich</b> , San Diego LAFCO
Outstanding Commissioner	<b>Jerry Gladbach</b> , Los Angeles LAFCO
Outstanding LAFCO Professional	<b>Lou Ann Texeira</b> , Contra Costa
LAFCO Outstanding LAFCO Clerk	<b>Kate Sibley</b> , Contra Costa LAFCO
Project of the Year	<b>Plan for Agricultural Preservation</b> , Stanislaus LAFCO
Government Leadership Award	<b>Orange County LAFCO Community Islands Taskforce</b> , Orange LAFCO

Legislators of the Year Award  
Lifetime Achievement Award

**Senators Bill Emmerson and Richard Roth**  
**H. Peter Faye**, Yolo LAFCO; **Henry Pellissier**, Los Angeles LAFCO; **Carl Leverenz**, Butte LAFCo; **Susan Vicklund-Wilson**, Santa Clara LAFCO.

**2012**

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Mike Gotch Courage & Innovation in Local Government Leadership Award  
Distinguished Service Award  
Most Effective Commission  
Outstanding CALAFCO Member

**Bill Chiat**, CALAFCO Executive Director

Outstanding Commissioner  
LAFCO Outstanding LAFCO Professional  
Outstanding LAFCO Clerk  
Project of the Year

**Marty McClelland**, Commissioner, Humboldt LAFCO  
**Sonoma LAFCO**

**Stephen A. Souza**, Commissioner, Yolo LAFCO and CALAFCO Board of Directors

**Sherwood Darington**, Monterey

**Carole Cooper**, Sonoma LAFCO

**Gwenna MacDonald**, Lassen LAFCO

**Countywide Service Review & SOI Update**, Santa Clara LAFCO

Government Leadership Award  
Lifetime Achievement Award

**North Orange County Coalition of Cities**, Orange LAFCO

**P. Scott Browne**, Legal Counsel LAFCOs

**2011**

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Mike Gotch Courage & Innovation in Local Government Leadership Award  
Distinguished Service Award  
LAFCo Most Effective Commission  
Outstanding CALAFCO Member  
Outstanding Commissioner  
Outstanding LAFCO Professional  
Outstanding LAFCO Clerk  
Project of the Year

**Martin Tuttle**, Deputy Director for Planning, Caltrans

**Mike McKeever**, Executive Director, SACOG

**Carl Leverenz**, Commissioner and Chair, Butte

**San Bernardino LAFCO**

**Keene Simonds**, Executive Officer, Napa LAFCO

**Louis R. Calcagno**, Monterey LAFCO

**June Savala**, Deputy Executive Officer, Los Angeles LAFCO

**Debbie Shubert**, Ventura LAFCO

**Cortese-Knox-Hertzberg Definitions Revision**

Bob Braitman, Scott Browne, Clark Alsop, Carole Cooper, and George Spiliotis

Government Leadership Award

**Contra Costa Sanitary District**

**Elsinore Water District and Elsinore Valley Municipal Water District**

**2010**

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Mike Gotch Courage & Innovation in Local Government Leadership Award  
Distinguished Service Award

**Helen Thompson**, Commissioner, Yolo LAFCO

**Kathleen Rollings-McDonald**, Executive Officer, San Bernardino LAFCO

**Bob Braitman**, Executive Officer, Santa Barbara LAFCO

**Tulare LAFCO**

Most Effective Commission  
Outstanding CALAFCO Member  
Outstanding Commissioner  
Outstanding LAFCO Professional  
Outstanding LAFCO Clerk

**Roger Anderson, Ph.D.**, CALAFCO Chair, Santa Cruz LAFCO

**George Lange**, Ventura LAFCO

**Harry Ehrlich**, Government Consultant, San Diego LAFCO

**Candie Fleming**, Fresno LAFCO

Project of the Year

**Butte LAFCo**

Sewer Commission - Oroville Region Municipal Service Review

Government Leadership Award

**Nipomo Community Services District and the County of San Luis Obispo**

Special Achievement

**Chris Tooker**, Sacramento LAFCO and CALAFCO Board of Directors

**2009**

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Mike Gotch Courage & Innovation in Local Government Leadership Award

**Paul Hood**, Executive Officer, San Luis Obispo LAFCO

Distinguished Service Award

**William Zumwalt**, Executive Officer, Kings LAFCO

Most Effective Commission

**Napa LAFCO**

Outstanding CALAFCO Member

**Susan Vicklund Wilson**, CALAFCO Vice Chair  
**Jerry Gladbach**, CALAFCO Treasurer

Outstanding Commissioner

**Larry M. Fortune**, Fresno LAFCO

Outstanding LAFCO Professional

**Pat McCormick**, Santa Cruz LAFCO Executive Officer

Outstanding LAFCO Clerk

**Emmanuel Abello**, Santa Clara LAFCO

Project of the Year

**Orange LAFCO** Boundary Report

Government Leadership Award

**Cities of Amador City, Jackson, Lone, Plymouth & Sutter Creek; Amador County; Amador Water Agency; Pine Grove CSD** – Countywide MSR Project

Legislator of the Year Award

**Assembly Member Jim Silva**

**2008**

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Distinguished Service Award

**Peter M. Detwiler**, Senate Local Government Committee Chief Consultant

Most Effective Commission

**Yuba LAFCO**

Outstanding Commissioner

**Dennis Hansberger**, San Bernardino LAFCO

Outstanding LAFCO Professional

**Michael Ott**, San Diego LAFCO Executive Officer  
**Martha Poyatos**, San Mateo Executive Officer

Outstanding LAFCO Clerk

**Wilda Turner**, Los Angeles LAFCO

Project of the Year

**Kings LAFCO**  
City and Community District MSR and SOI Update

Government Leadership Award

**San Bernardino Board of Supervisors**

Legislator of the Year Award

**Assembly Member Anna M. Caballero**

**2007**

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Outstanding CALAFCO Member

**Kathy Long**, Board Chair, Ventura LAFCo

Distinguished Service Award

**William D. Smith**, San Diego Legal

Counsel Most Effective Commission

**Santa Clara LAFCO**

Outstanding Commissioner

**Gayle Uilkema**, Contra Costa LAFCO

Outstanding LAFCO Professional

**Joyce Crosthwaite**, Orange LAFCO Executive Officer

Outstanding LAFCO Clerk

**Debby Chamberlin**, San Bernardino LAFCO

Project of the Year

**San Bernardino LAFCo and City of Fontana**  
Islands Annexation Program

Government Leadership Award

**City of Fontana** - Islands Annexation Program

Lifetime Achievement

**John T. "Jack" Knox**

**2006**

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Outstanding CALAFCO Member

**Everett Millais**, CALAFCO Executive Officer and Executive Officer of Ventura LAFCO

Distinguished Service Award	<b>Clark Alsop</b> , CALAFCO Legal Counsel
Most Effective Commission Award	<b>Alameda LAFCO</b>
Outstanding Commissioner Award	<b>Ted Grandsen</b> , Ventura LAFCO <b>Chris Tooker</b> , Sacramento LAFCO
Outstanding LAFCO Professional Award	<b>Larry Calemine</b> , Los Angeles LAFCO Executive Officer
Outstanding LAFCO Clerk Award	<b>Janice Bryson</b> , San Diego LAFCO <b>Marilyn Flemmer</b> , Sacramento LAFCO
Project of the Year Award	<b>Sacramento Municipal Utility District</b> Sphere of Influence Amendment and Annexation; <b>Sacramento LAFCO</b>
Outstanding Government Leadership Award	<b>Cities of Porterville, Tulare, and Visalia and Tulare LAFCO</b> Island Annexation Program
Legislator of the Year Award	<b>Senator Christine Kehoe</b>

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### 2005

Outstanding CALAFCO Member	<b>Peter Herzog</b> , CALAFCO Board, Orange LAFCO
Distinguished Service Award	<b>Elizabeth Castro Kemper</b> , Yolo LAFCO
Most Effective Commission Award	<b>Ventura LAFCO</b>
Outstanding Commissioner Award	<b>Art Aseltine</b> , Yuba LAFCO <b>Henri Pellissier</b> , Los Angeles LAFCO
Outstanding LAFCO Professional Award	<b>Bruce Baracco</b> , San Joaquin LAFCO
Outstanding LAFCO Clerk Award	<b>Danielle Ball</b> , Orange LAFCO
Project of the Year Award	<b>San Diego LAFCO</b> MSR of Fire Protection and Emergency Medical Services
Outstanding Government Leadership Award	<b>Sacramento Area Council of Governments (SACOG)</b>

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### 2004

Outstanding CALAFCO Member	<b>Scott Harvey</b> , CALAFCO Executive Director
Distinguished Service Award	<b>Julie Howard</b> , Shasta LAFCO
Most Effective Commission Award	<b>San Diego LAFCO</b>
Outstanding Commissioner Award	<b>Edith Johnsen</b> , Monterey LAFCO
Outstanding LAFCO Professional Award	<b>David Kindig</b> , Santa Cruz LAFCO
Project of the Year Award	<b>San Luis Obispo LAFCO</b> Nipomo CSD SOI Update, MSR, and EIR

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### 2003

Outstanding CALAFCO Member	<b>Michael P. Ryan</b> , CALAFCO Board Member
Distinguished Service Award	<b>Henri F. Pellissier</b> , Los Angeles LAFCO
Most Effective Commission Award	<b>San Luis Obispo LAFCO</b>
Outstanding Commissioner Award	<b>Bob Salazar</b> , El Dorado LAFCO
Outstanding LAFCO Professional Award	<b>Shirley Anderson</b> , San Diego LAFCO
Outstanding LAFCO Clerk Award	<b>Lori Fleck</b> , Siskiyou LAFCO
Project of the Year Award	<b>Napa LAFCo</b> Comprehensive Water Service Study
Special Achievement Award	<b>James M. Roddy</b>

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### 2002

Outstanding CALAFCO Member	<b>Ken Lee</b> , CALAFCO Legislative Committee Chair
Most Effective Commission Award	<b>San Diego LAFCO</b> Outstanding
Commissioner Award	<b>Ed Snively</b> , Imperial LAFCO
Outstanding LAFCO Professional Award	<b>Paul Hood</b> , San Luis Obispo LAFCO
Outstanding LAFCO Clerk Award	<b>Danielle Ball</b> , Orange LAFCO



Project of the Year Award  
 Outstanding Government Leadership Award

**San Luis Obispo LAFCO**  
**Napa LAFCo, Napa County Farm Bureau, Napa Valley Vintners Association, Napa Valley Housing Authority, Napa County Agricultural Commissioner's Office, Napa County Counsel Office, and Assembly Member Patricia Wiggins**

**2001**

Outstanding CALAFCO Member  
 Distinguished Service Award  
 Outstanding Commissioner Award  
 Outstanding LAFCO Professional Award  
 Project of the Year Award  
 Outstanding Government Leadership Award  
 Legislator of the Year Award

**SR Jones, CALAFCO Executive Officer**  
**David Martin, Tax Area Services Section, State Board of Equalization**  
**H. Peter Faye, Yolo LAFCO**  
**Ingrid Hansen, San Diego LAFCO**  
**Santa Barbara LAFCO**  
**Alameda County Board of Supervisors, Livermore City Council, Pleasanton City Council**  
**Senator Jack O'Connell**

**2000**

Outstanding CALAFCO Member  
 Distinguished Service Award  
 Most Effective Commission Award  
 Outstanding Commissioner  
 Outstanding LAFCO Professional Award  
 Outstanding LAFCO Clerk Award  
 Project of the Year Award  
 Legislator of the Year Award

**Ron Wootton, CALAFCO Board Chair**  
**Ben Williams, Commission on Local Governance for the 21st Century**  
**Yolo LAFCO**  
**Rich Gordon, San Mateo LAFCO**  
**Annamaria Perrella, Contra Costa LAFCO**  
**Susan Stahmann, El Dorado LAFCO**  
**San Diego LAFCO**  
**Robert Hertzberg, Assembly Member**

**1999**

Distinguished Service Award  
 Most Effective Commission Award  
 Outstanding Executive Officer Award  
 Outstanding LAFCO Clerk Award  
 Most Creative Solution to a Multi-Jurisdictional Problem  
 Outstanding Government Leadership Award  
 Legislator of the Year Award

**Marilyn Ann Flemmer-Rodgers, Sacramento LAFCO**  
**Orange LAFCO**  
**Don Graff, Alameda LAFCO**  
**Dory Adams, Marin LAFCO**  
**San Diego LAFCO**  
**Assembly Member John Longville**  
**Assembly Member Robert Hertzberg**

**1998**

Outstanding CALAFCO Member  
 Distinguished Service Award  
 Most Effective Commission Award  
 Outstanding Executive Officer Award  
 Outstanding Staff Analysis  
 Outstanding Government Leadership Award

**Dana Smith, Orange LAFCO**  
**Marvin Panter, Fresno LAFCO**  
**San Diego LAFCO**  
**George Spiliotis, Riverside LAFCO**  
**Joe Convery, San Diego LAFCO**  
**Joyce Crosthwaite, Orange LAFCO**  
**Santa Clara County Planning Department**

**1997**

Most Effective Commission Award  
 Outstanding Executive Officer Award

**Orange LAFCO**  
**George Finney, Tulare LAFCO**

Outstanding Staff Analysis

**Annamaria Perrella, Contra Costa LAFCO**

Outstanding Government Leadership Award

**South County Issues Discussion Group**

Most Creative Solution to a Multi-Jurisdictional Problem

**Alameda LAFCO and Contra Costa LAFCO**

Legislator of the Year Award

**Assembly Member Tom Torlakson**



## Achievement Award Nomination Form

### NOMINEE - Person or Agency Being Nominated

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

### NOMINATION CATEGORY (check one – see category criteria on attached sheet)

- Outstanding CALAFCO Volunteer
- Outstanding CALAFCO Associate Member
- Outstanding Commissioner
- Outstanding LAFCo Professional

### Mike Gotch Excellence in Public Service (choose one category below)

- Protection of agricultural and open space lands and prevention of sprawl*
- Innovation, collaboration, outreach and effective support of the evolution and viability of local agencies, promotion of efficient and effective delivery of municipal services*
- Legislator of the Year (must be approved by the full CALAFCO Board)
- Lifetime Achievement Award

### NOMINATION SUBMITTED BY:

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

E-mail: \_\_\_\_\_

**EXECUTIVE SUMMARY**

In no more than 250 words, summarize why this recipient is the most deserving of this award.

**NOMINATION SUMMARY**

Please indicate the reasons why this person or agency deserves to be recognized (this section must be no more than 1,000 words or 2 pages maximum. Attach 2nd page, if needed.)



# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

### AGENDA REPORT

June 13, 2024

Executive Officer Report – Section A

**TO:** Local Agency Formation Commission

**FROM:** Jason Fried, Executive Officer

**SUBJECT:** Budget Update for FY 2023-2024

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### Background

LAFCo adopted a budget for FY 2023-2024 totaling \$633,311.00. From July 1, 2023, through May 31, 2024, LAFCo has spent \$510,397.54. This report covers 11 months, which is about 92% of the year. We have already spent 80.6% of our budget this year. In the past, we have mentioned some line items being over budget for that point in the year. You will notice all those items are now below the 92% market as we approach the end of the fiscal year. Professional Services (55) is over budget for the year. As was mentioned in the last Commission meeting, work was recently done by our GIS consultant due in part to several issues Jeren found with our mapping layers while he has been working to complete the Multi-Regional MSR. Jeren will be presenting in more detail in the MSR item early in the agenda on the specifics of this issue. We still have some professional services that will need to be paid off and this is the reason why next year's budget has such a large increase in this line item. While one line item will be over budget overall our complete budget will remain under budget by the year's end.

#### Attachment:

- 1) FY 2023-2024 Budget Report

**Administrative Office**  
Jason Fried, Executive Officer  
1401 Los Gatos Drive, Suite 220  
San Rafael, California 94903  
T: 415-448-5877 E: staff@marinlafco.org  
www.marinlafco.org

**Dennis Rodoni, Vice Chair**  
County of Marin

**Eric Lucan, Regular**  
County of Marin

Stephanie Moulton-Peters, Alternate  
County of Marin

**Barbara Coler, Chair**  
Town of Fairfax

**Steve Burdo, Regular**  
Town of San Anselmo

**Stephen Burke, Alternate**  
City of Mill Valley

**Lew Kious, Regular**  
Almonte Sanitary District

**Craig Murray, Regular**  
Las Gallinas Valley Sanitary District

**Cathryn Hilliard, Alternate**  
Southern Marin Fire Protection District

**Larry Chu, Regular**  
Public Member

**Roger Smith, Alternate**  
Public Member

## Marin Local Agency Formation Commission

## FY24 BUDGET REPORT

05/30/24

July 2023 through June 2024

Accrual Basis

	Jul '23 - Jun 24	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
410 · Prior Year Carryover	0.00	97,065.94	-97,065.94	0.0%
400 · Agency Contributions	536,245.06	536,245.06	0.00	100.0%
<b>Total Income</b>	<b>536,245.06</b>	<b>633,311.00</b>	<b>-97,065.94</b>	<b>84.7%</b>
<b>Expense</b>				
<b>Services and Supplies</b>				
05 · Commissioner Per Diems	7,500.00	10,000.00	-2,500.00	75.0%
10 · Conferences	9,041.89	10,000.00	-958.11	90.4%
15 · General Insurance	5,745.71	6,500.00	-754.29	88.4%
20 · IT & Communications Services	17,693.43	23,000.00	-5,306.57	76.9%
25 · Legal Services	18,081.75	37,500.00	-19,418.25	48.2%
30 · Memberships & Dues	7,152.00	8,000.00	-848.00	89.4%
35 · Misc Services	1,766.53	3,000.00	-1,233.47	58.9%
40 · Office Equipment Purchases	3,403.19	4,139.00	-735.81	82.2%
45 · Office Lease/Rent	32,516.00	35,472.00	-2,956.00	91.7%
50 · Office Supplies & Postage	2,212.56	4,000.00	-1,787.44	55.3%
55 · Professional Services	28,203.04	27,000.00	1,203.04	104.5%
60 · Publications/Notices	431.93	2,000.00	-1,568.07	21.6%
70 · Training	959.92	1,700.00	-740.08	56.5%
75 · Travel - Mileage	951.42	1,500.00	-548.58	63.4%
<b>Total Services and Supplies</b>	<b>135,659.37</b>	<b>173,811.00</b>	<b>-38,151.63</b>	<b>78.0%</b>
<b>Salary and Benefit Costs</b>				
100 · Salaries				
105 · Sal - Regular Staff	303,800.20	373,000.00	-69,199.80	81.4%
110 · Payroll Tax	5,923.95			
<b>Total 100 · Salaries</b>	<b>309,724.15</b>	<b>373,000.00</b>	<b>-63,275.85</b>	<b>83.0%</b>
120 · County of Marin - Group Health	27,019.75	36,500.00	-9,480.25	74.0%
130 · MCERA / Pension	35,838.27	44,000.00	-8,161.73	81.5%
140 · Retiree Health	2,156.00	6,000.00	-3,844.00	35.9%
<b>Total Salary and Benefit Costs</b>	<b>374,738.17</b>	<b>459,500.00</b>	<b>-84,761.83</b>	<b>81.6%</b>
<b>Total Expense</b>	<b>510,397.54</b>	<b>633,311.00</b>	<b>-122,913.46</b>	<b>80.6%</b>
<b>Net Ordinary Income</b>	<b>25,847.52</b>	<b>0.00</b>	<b>25,847.52</b>	<b>100.0%</b>
<b>Other Income/Expense</b>				
<b>Other Income</b>				
900 · Interest Earnings	14,647.58			
910 · Fees for Services	9,719.06			
<b>Total Other Income</b>	<b>24,366.64</b>			
<b>Net Other Income</b>	<b>24,366.64</b>			
<b>Net Income</b>	<b>50,214.16</b>	<b>0.00</b>	<b>50,214.16</b>	<b>100.0%</b>



# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

**AGENDA REPORT**  
June 13<sup>th</sup>, 2024  
EO Item B (EO Report)

**TO:** Local Agency Formation Commission

**FROM:** Claire Devereux, Clerk/Jr. Policy Analyst

**SUBJECT:** **Current and Pending Proposals**

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### Background

The Commission is invited to discuss the item and provide direction to staff on any related matter as needed for future discussion and/or action.

On May 29, 2024, LAFCo file #1377 was created due to LAFCo receiving a request for an Emergency Outside Service Area (OSA) by County Environmental Health due to a failed septic system. See Item 5 for more details.

### Attachment

1. Chart of Current and Pending Proposals

**Administrative Office**  
Jason Fried, Executive Officer  
1401 Los Gatos Drive, Suite 220  
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T: 415-448-5877 E: staff@marinlafco.org  
www.marinlafco.org

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County of Marin

**Eric Lucan, Regular**  
County of Marin

Stephanie Moulton-Peters, Alternate  
County of Marin

**Barbara Coler, Chair**  
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Current and Pending Proposals

LAFCo File #	Status	Proposal	Description	Government Agency	Latest Update
1377	Approved and waiting for Commission Ratification	Emergency Outside Service Agreement between 2 Hansen Rd. Novato and Novato Sanitary District	On May 29th County Environmental Health issued an emergency OSA request for 2 Hansen Road into Novato Sanitary District. On May 31 both NSD and LAFCo gave approvals for this request. This OSA lasts one year, in that year a formal application must be submitted for the connection to remain in place.	Novato Sanitary District	On Today's agenda (Item 5) for ratification of approval.
1376	Approved	Annexation of APN: 125-580-34, and the former Pinkston Rd. right-of-way adjacent to APN:125-580-34 into the Novato Sanitary District.	Landowner (Catherine E. Juchau) requesting approval to annex two lots, approximately 2.5 acres, so they can abandon a septic system and connect to the Novato Sanitary District in order to develop the land. Neither property holds a situs address however one parcel has the APN: 125-580-34 and the second parcel is the former Pinkston Rd. right-of-way.	Novato Sanitary District	Approved on 2/8/24
1375	Approved	Annexation of 19 Tanfield Rd., Tiburon into Richardson Bay Sanitary District	Landowners (Kimberly and Stephen Koza) requesting approval to annex a lot, approximately 1.02 acres, so they can abandon a septic system and connect to Richardson Bay Sanitary District. The parcel has a situs address of 19 Tanfield Rd., Tiburon (APN: 039-081-14).	Richardson Bay Sanitary District	Approved on 12/14/23
1374	Approved	Annexation of 45 Stirrup Ln., Novato into Novato Sanitary District	Landowners (Kevin and Mary Needham) requesting approval to annex a lot, approximately .57 acres, so they can abandon a septic system and connect to Novato SD. The parcel has a situs address of 45 Stirrup Ln., Novato (APN 146-020-11).	Novato Sanitary District	Approved on 12/14/23



# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

### AGENDA REPORT

June 13<sup>th</sup>, 2024

EO Item C (EO Report)

**TO:** Local Agency Formation Commission

**FROM:** Jason Fried, Executive Officer  
Jeren Seibel, Deputy Executive Officer  
Claire Devereux, Clerk/Jr. Policy Analyst

**SUBJECT:** **Marin LAFCo Work Plan**

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### Background

The Commission is invited to discuss the item and provide direction to staff on any related matter as needed for future discussion and/or action.

Updates from the last meeting are highlighted in Orange.

The following significant changes were made to the chart:

1. Dillon Beach Sewer was moved from the staff currently working on section to the section where staff is monitoring since in reality this item at this point is to assist the County and NMWD on this issue. Staff attends meetings as requested but is not currently doing anything outside of that.
2. Staff has added San Rafael Sanitary District (SRSD) to the list of items being monitored by staff. SRSD is looking at changing its staff model. While the initial changes would not likely need LAFCo approval the long-term goal of possible consolidation of agencies is something that is of interest so staff will monitor this item to help as needed.
3. Staff has added to the currently working on list a large-scale geographic information systems (GIS) topology fix. In late April, Marin County staff reached out to Marin LAFCo staff regarding the desire to work collaboratively on a large-scale clean up for multiple (currently 19) jurisdictions throughout the county. Over the course of the past couple of decades for a myriad of different reasons, the GIS mapping feature classes have developed numerous topological inconsistencies. These inconsistencies can cause a level of uncertainty in the accuracy of the boundaries of jurisdictions based on parcel lines. With the upcoming election, County staff has been tasked with addressing these mapping inconsistencies and as Marin County and Marin LAFCo are the two main purveyors of publicly accessible GIS data for public agencies, ensuring that both agencies are displaying the same information is crucial. After a series of meetings, a collaborative workflow has been established in order to move forward with the project as efficiently as possible, while also minimizing the utilization of Marin LAFCo's contracted GIS consultant.
4. Belvedere considering annexation into Tiburon Fire Protection District. In our Tiburon Peninsula MSR, it was mentioned that Tiburon Fire Protection District (TFPD) currently services the City of Belvedere which is outside of its service boundary by contract with the City of Belvedere, and that perhaps it should formally annex the City into its boundary. The City recently expressed interest

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Public Member

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in seeing what an annexation would look like. Staff has started the basic early discussion with both sides on this matter.

While not on the chart LAFCo staff was requested by Marin City CSD to present about LAFCo and the relationship between our two agencies. This presentation is at the June 12<sup>th</sup> meeting of the MCCSD meeting. Since this is after this packet is released and before the Commission meets staff will present a verbal report on what occurred at our meeting.

Attachment

1. Marin LAFCo Work Plan

Project	Staff Assigned	Summary	Status
Staff currently working on			
Multi-Regional Services Study	Jeren	MSR for agencies that cover multiple regions	Public Draft was released on May 14 and will be presented to the Commission at the June meeting.
Countywide Fire Study	Jeren/Claire	Perform a phased review of fire services in Marin County.	Based on commission approval staff has now started researching and writing the report. Claire has rough drafts for approximately 10 fire agencies and an additional overview section in the works.
Large Scale GIS Topology Fix	Jeren/Claire	Over the course of the past couple of decades, adjustments to GIS mapping layers for multiple jurisdictional boundaries has created thousands of topological inconsistencies within those mapping layers. These inconsistencies have led to some ambiguities on jurisdictional boundaries throughout the county and with the upcoming election, correcting these inconsistencies has become a priority for Marin County. Staff is working collaboratively with with County of Marin GIS specialists to correct approximately 16,000 topological issues within 19 jurisdictions and, in the process, ensuring that both Marin LAFCo and Marin County present the same data sets to the public upon completion.	Staff has met with County staff as well as held a meeting with main County staff member leading the effort along with Marin LAFCo's GIS consultant. A functional work flow for the project between the two agencies and Marin LAFCo's consultant has been agreed upon and initial work by County staff has begun.
Property Tax Review For Special Districts	Jason/Claire	This is a low level item for staff to work on. Currently when parcels are annexed into a district they get zero of the current ad valorem so staff will research if there are options, without changing the Master Tax Exchange Agreement, for district to get additional revenue to cover the cost of service that they get from current parcels from the 1% ad valorem.	Staff has started some early research on this, based on other items this may get completed in 2024.
Marin RCD and Stinson Beach Fire boundaries	Jason	As noted in West Marin MSR both agencies want to look at their current boundaries and make some adjustments.	Staff will work with both agencies in helping them with any changes they look to do.
Digital Library	Claire	Staff has learned how to make current documents ADA compliant and is looking to add more information to the website for applications and resolutions to make it easier for the public to access documents from us.	Working on as time permits. Currently working on remediating documents already posted on the website (i.e. minutes, agendas and packets). Between the April Meeting and the June Meeting Claire has completed the following documents and posted them on the website: updates thics certificates, 2017 meeting materials, CKH, LEG Committee and Budget Committee Meeting Materials from 2019-2021
OSA Confirmation between TCSD, HVSD, and ASD	Jeren/Jason	Work with Tam CSD to retrieve necessary documentation on parcels within its district receiving service from HVSD and Almonte showing the needed criteria for exemption from an outside service agreement.	Unfortunately the needed documents to simply sign off have not been found so LAFCo staff is working with the agencies to get needed application in place for Commission review.
Strawberry Recreation District Reorganization of Dredging Services	Jason	Staff identified in Tiburon Peninsula MSR that SRD has dredging services that are an activity that State Government Code does not explicitly give to a recreation district. SRD and the County, with LAFCo help, are working to see if a CSA can be created to cover those services.	The dredging work has been completed and SRD is ready to start discussions. Staff is working with the County to find the correct staff to represent the County in this process.
Tiburon Fire Protection District OSA with Belvedere	Jason	As identified in the Tiburon Peninsula MSR, the City of Belvedere currently has an OSA with the TFPD to cover services. In the MSR staff suggests that TFPD boundaries should be extended to cover Belvedere.	This items had been on the not working list. Recently Tiburon approached LAFCo about wanting to bring this item back for disucssion. Staff is in early stages of discussions with both agencies on what this means
Items being monitored by LAFCo staff but not currently working on or Items waiting for something else to occur first			
Central Marin Wastewater Study	Jeren	MSR for agencies of CMSA	Will be started once multi-regional MSR draft is released
Next Round of MSR	Jeren	The review of what the next round of MSR will look like was started in July 2022 and staff will present a more formal workplan once we get closer to the end of the current round.	Will be presented once CMSA MSR is started

Ross Valley Fire	Jason	As identified in the Upper Ross Valley MSR currently fire services are provided by a JPA in the region. There is a desire to see if there is a different model that would work for the area.	Staff is ready and able to assist if requested by them.
City of Sausalito/Sausalito-Marín City SD Consolidation	Jason	Currently, the City of Sausalito collects wastewater and then transmits that wastewater into SMCS D pipes within the city limits. The city is looking to see if SMCS D can take over this process from them. In areas outside of the City limits SMCS D does what the City is looking to do within the City limits.	Staff will monitor this issue as it moves through review process and will assist as requested.
Flood Zone 10	Jason	When doing the West Marin MSR it was noted that FZ10 was created to deal with an event that occurred in the area. It was given a pot of funds that are mostly spent. As noted in the MSR the zone does not have a funding source so the Flood District, with help from its CAB, should determine if there is work that the local community is willing to fund.	Staff has been asked to attend meeting and help advise on best practices for changing boundaries.
Flood Zone 3	Jason	As noted in Golden Gate MSR there are some issues within the FZ. While not directly LAFCo related staff may be needed to help be a neutral advisor on dealing with these issues.	Staff will monitor this issue as it moves through review process and will assist as requested.
Countywide Police Study	TBD	TBD	Once fire study is complete this will be revisited
Boundary Fixes	Jason/Claire	Staff has been working with SD2 around fixing issues with its boundary where parcels that are receiving services from them but not currently in the district. We should be getting a formal application about this in early 2024. As that process wraps up staff will be reaching out to other agencies to work with them on seeing if they have boundary issues as well.	Will be started mid 2024.
Dillon Beach Sewer	Jason	Staff has been invited by both the County and NMWD to advise on the possible creation of a new sewer system for the residents of Dillon Beach Village which would require annexation of the area into NMWD	Early planning meetings are occurring and staff is attending as needed. Receiving additional analysis during multi-regional MSR.
San Rafael Sanitary District	Jason	SRSD is currently looking at other staffing models that would have them possibly lead to another agency overseeing its day to day operations with a possible long term goal of consolidation of itself with another agency.	Staff attended the May CMSA meeting where this discussion occurred and has been asked to attend the June meeting of RVSD to discuss what all this could mean and LAFCo possible role in the matter. Staff will attend any future meeting as requested by our member agencies.
<b>Items that had been worked on where staff has stopped work because they are not likely to happen at this time.</b>			
Paradise Drive	n/a	As identified in the Tiburon Peninsula MSR, Paradise Drive goes through areas that are both incorporated and unincorporated as multiple unincorporated islands exist along it. The road itself does not reflect the parcels around it as far as which jurisdiction it is in.	Not currently working on
SQVSMD consolidation with RVSD	n/a	Based on the Central Marin Wastewater MSR, work with district staff on the possibility of consolidating services with RVSD.	Not currently working on
San Rafael Area Fire Working group	n/a	Based on San Rafael Area MSR the concept of merging fire services was mentioned. This working group will determine if it is possible and in the best interest of the public and all agencies providing services.	Not currently working on
Angel Island Fire Service	n/a	There are two different, but similar, issues around fire services. One is, while Angel Island falls into CSA 31 service area, Tiburon FPD actually provides those services but does not get reimbursed for those services. Second is the Town of Tiburon pays to the State Parks an annual fee to cover fire protection cost but the Town offers no fire protection services.	Not currently working on
Unincorporated Islands	n/a	Work to remove unincorporated islands throughout Marin County	Not currently working on



# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

### AGENDA REPORT

June 13<sup>th</sup>, 2024

EO Item D

**TO:** Local Agency Formation Commission

**FROM:** Claire Devereux, Clerk/ Jr. Analyst

**SUBJECT:** Commission Correspondence

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### Background

Attached you will find a written update from Commissioner Murray on the Marin LAFCo Legislative Committee and CALAFCO Legislative Subcommittee meetings.

No other correspondence has been received.

#### Attachment:

1. Commissioner Murray – Written Legislative Report

**Administrative Office**  
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Public Member

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Public Member

Marin LAFCo Legislative Committee Report

April 11, 2024

Craig K. Murray, Chair

Fellow Committee Members: Roger Smith, Alt.; Cathryn Hillard, Alt.

Legislative Committee met on Thursday, March 28.

Committee selected Chair, approved the May 23, 2023 Minutes and discussed CALAFCo Tracked Legislation including two (2) Letters of Support from Marin LAFCo for the larger CALAFCo bill support:

1. AB 3277 | Carrillo clarifying point of Cortese-Knox Hertzberg Act that performance of a financial analysis will be required only where a portion of the ad valorem property taxes is being sought during an incorporation of a City and formation of a District;
2. SB 1209 | Cortese adds indemnification agreement with an applicant. This is similar to what Counties and Cities already have. Currently cost to defend would be absorbed by all LAFCo funding agencies.

On Friday March 22 I attended the CALAFCo Legislative SubCommittee meeting. Exec. Officer Rene LaRoche presided and 29 participants. I took minutes and shared those with Marin LAFCo legislative committee. Deputy Director Seibel attended. EO LaRoche discussed bills and LAFCo Lobbyist Jean visits with certain Staff.

CALAFCo Committee sorts bills into following:

Priority 1 Bills: Major importance & direct, significant impact or policy precedent. Resource intensive.

Priority 2 Bills: Direct Impact or set policy precedent, letter or testimony - NO BILLS

Priority 3 Bills: of interest, may have substantive effect, but low priority as to time & effort. Letter.

Priority 1: 2 Bills: AB 3277 and SB 1209

Priority 2: no bills

Priority 3: 5 Bills

AB 805 Arambula Sewer Service disadvantaged communities

AB 817 Pachecho Open Mtgs. Brown Act

AB 2302 Addis Open Mtgs. Teleconference

AB 2715 Boerner Brown Act closed sessions

SB 537 Becker Open Mtgs multijurisdictional teleconferences.

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Also

AB 828 Connolly Sustainable GW Mgt; managed wetlands proposed amendments to the Sustainable GW Mgt Act under DWR and would add defined terms such as managed wetland and small community water systems.