

NOVATO SANITARY DISTRICT

December 13, 2010

The Board of Directors of Novato Sanitary District will hold a regular meeting at 6:30 P.M., Monday, December 13, 2010, at the District offices, 500 Davidson Street, Novato.

Materials related to items on this agenda are available for public inspection in the District Office, 500 Davidson Street, Novato, during normal business hours. They are also available on the District's website: www.novatosan.com.

AGENDA

1. PLEDGE OF ALLEGIANCE:

2. AGENDA APPROVAL:

3. PUBLIC COMMENT (Please observe a three-minute time limit):

This item is to allow anyone present to comment on any subject not on the agenda, or to request consideration to place an item on a future agenda. Individuals will be limited to a three-minute presentation. No action will be taken by the Board at this time as a result of any public comments made.

4. BOARD MEMBER REPORTS:

5. REVIEW OF MINUTES:

- a. Consider approval of minutes of the November 8th and November 22nd Board meetings.

6. CONSENT CALENDAR:

The Manager-Engineer has reviewed the following items. To her knowledge, there is no opposition to the action. The items can be acted on in one consolidated motion as recommended or may be removed from the Consent Calendar and separately considered at the request of any person.

- a. Approval of disbursements and ratification of payroll and payroll-related disbursements.

7. SOLID AND HAZARDOUS WASTE:

- a. Update on Solid and Hazardous Waste Programs.
- b. Update on Food Waste recycling.

- c. Consider setting the date for a public hearing on amending the Agreement on Solid Waste Collection, Processing, Diversion, and Disposal.
- d. Consider approval of letter to Marin County Hazardous and Solid Waste Management Joint Powers Authority.

8. SPECIAL DISTRICT REPRESENTATION ON MARIN LOCAL AGENCY FORMATION COMMISSION:

- a. Consider selection of candidate for Alternate Special District Representation on LAFCO.

9. BOARD OF DIRECTORS – DISCUSSION OF BOARD POLICY:

- a. Report on Marin County Council of Mayors and Councilmembers Ad-hoc Committee on Pension and other Post-Employment Benefits Reform.
- b. Approve District participation in Committee.
- c. Appoint a representative to the Committee.
- d. Consider approval of compensation for Committee attendance
- e. Consider Board Policy 4050: Members of the Board of Directors.

10. STAFF REPORTS:

- a. December 3rd North Bay Water Watershed Association meeting.
- b. CalPERS Employer Contribution Rates for 2011/12.
- c. Report on special committee meeting with Lea Drive neighborhood
- d. North Bay Water Reuse Authority update
- e. Local Government 2009 Compensation Report.

11. MANAGER'S ANNOUNCEMENTS:

12. ADJOURN:

Next resolution no. 3028

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the District at (415) 892-1694 at least 24 hours prior to the meeting. Notification prior to the meeting will enable the District to make reasonable accommodation to help ensure accessibility to this meeting.

November 8, 2010

A regular meeting of the Board of Directors of the Novato Sanitary District was held at 6:30 p.m., Monday, November 8, 2010, at the District Office, 500 Davidson Street, Novato.

BOARD MEMBERS PRESENT: President William C. Long, Members James D. Fritz, Michael Di Giorgio, George C. Quesada and Dennis Welsh.

STAFF PRESENT: Manager-Engineer Beverly James, Deputy Manager-Engineer Sandeep Karkal, District Counsel Kent Alm and Administrative Secretary Julie Borda.

ALSO PRESENT: Jo Heffelfinger, Novato resident
Dean Heffelfinger, Novato resident
Brant Miller, Novato resident
Delyn Kies, Novato resident
William Schoen, R3 Consulting Group
Steve McCaffrey, Novato Disposal

PLEDGE OF ALLEGIANCE:

AGENDA APPROVAL:

On motion of Member Quesada, seconded by Member Di Giorgio, and carried unanimously, the agenda was approved as mailed.

PUBLIC COMMENT: None.

BOARD MEMBER REPORTS:

Member Welsh stated that the Board has not been given a Wastewater Operations Committee report since September. He requested the reports be presented at the next Board meeting.

Member Welsh questioned if District employees could be paid for working on political campaigns.

District Counsel Kent Alm clarified with Member Welsh that his question related to the employees who were present at the election recount for Measure F. Mr. Alm stated the employees were present on behalf of the District as observers/recorders for the recount procedure and were within legal parameters to do so.

President Long discussed his participation in a breakfast meeting sponsored by the Marin Conservation League. The League discussed food in the waste stream and emphasized the need to reduce solid waste in Marin County.

REVIEW OF MINUTES:

On motion of Member Quesada, seconded by Member Di Giorgio and carried unanimously, the October 26, 2010 Board meeting minutes were approved.

CONSENT CALENDAR:

Member Welsh discussed the District's approval of a contract with Aerotek in January, 2010 and noted the contract was for a period not to exceed six months. The Manager discussed employee transitions and explained that the Aerotek contract was for an employee currently working in the Collection Systems Department.

After further Board discussion, Member Fritz suggested the Aerotek payment be withheld from the Consent Calendar until the next Board meeting.

On motion of Member Fritz, seconded by Member Welsh and carried unanimously, the Board approved the following Consent Calendar item:

- a. Approval of regular disbursements (less the Aerotek disbursement of \$3,259.50) in the amount of \$891,590.91, project account disbursements in the amount of \$1,075,310.16, Board member disbursements in the amount of \$4,004.97 and ratification of October's payroll and payroll related disbursements in the amount of \$241,154.51.

SOLID WASTE:

Joint City District Solid Waste Committee Report: The Manager noted that Dee Johnson, Household Hazardous Waste Coordinator, will be at the December 13th Board meeting with more information on the Joint City District Solid Waste Committee Report. The Manager discussed a recent E-Waste Event, noting that it was very successful. She stated that Dee Johnson is working on a Zero-Waste Plan and that the District will be working with her to facilitate the plan.

President Long requested an item be placed on the December 13th Board meeting agenda to discuss and consider the District's participation in the County's Joint Powers Authority Zero-Waste Program.

Report on solid waste rate review: William Schoen, Principal, R3 Consulting Group, discussed the Final Letter Report – Review of Novato Disposal Services Requested Rate Adjustment for Calendar Year 2011. He stated that R3 recommended a calculated rate increase to Novato Disposal Services of 3.34%.

Appointment of Ad Hoc Solid Waste Franchise Update Committee: The Manager discussed the Franchise Agreement and recommended that an Adhoc Committee be

appointed to review the proposed rates and franchise agreement. She stated this committee would then make recommendations to the Board of Directors prior to setting a public hearing.

President Long appointed himself and Member Di Giorgio to the Ad Hoc Solid Waste Franchise Update Committee.

DISTRICT COUNSEL:

Update on legal expenses and procedures with regard to special meetings. District Counsel Kent Alm discussed the calculation of legal fees in regards to the EPA investigation. He discussed the three components of the District authorized defense: 1) defense of individually targeted employees; 2) the Board's request for counsel to represent the District as a whole; 3) legal costs reimbursable by the District's insurance. Mr. Alm reviewed the legal fees in detail with the Board.

Member Welsh questioned legal fees/charges after the April date in which the Board directed the legal team, Barg Coffin, to minimize costs, "pencils down", pending a final decision by the EPA. Member Di Giorgio pointed out that this discussion of "pencils down" was part of a closed session dialogue.

President Long noted that after the Board directed Barg, Coffin to cease working on the District's behalf, the EPA contacted the law firm and reopened the issue; Barg, Coffin in turn responded to the EPA. In addition, District employees were never told to cease contact with their attorneys so costs for their representation continued to incur.

Kent Alm discussed with a member in the audience Meyers Nave fees and the District's insurance deductible costs.

Mr. Alm discussed the District's Special Board Meeting which took place on October 26th at 1:00 p.m. to coincide with the District's Ribbon Cutting Ceremony. He clarified the definition of a regular meeting and noted that it is fairly typical for a District to move a regular meeting to a different day/time after properly canceling the regular meeting. He discussed the proper methods for canceling a regular meeting to schedule a special meeting and who has the authority to do so. Mr. Alm suggested the District establish a policy to outline the procedures to hold a special meeting in place of a regular meeting.

Dean Heffelfinger, Novato resident, stated the public requested the Board meetings be held at 6:30 p.m. so the public could attend. He stated he expects the Board to continue to meet at 6:30 p.m. as previously established.

ADMINISTRATION:

Report on Fixed Asset Deletion. The Manager reported that as part of the District's annual audit process, staff has prepared a fixed asset report which includes reports of items added or deleted during the fiscal year.

Discussion of Audited Financial Statements for fiscal year ended June 30, 2010. The Manager noted that the auditor was not present but was possibly available by phone if any of the Directors had questions for him.

Member Welsh pointed out an outstanding invoice from one of the ranchers to whom the District leases property. The Manager discussed the rancher's participation in the lease and his financial responsibilities.

The Manager discussed how the audit process works and how the auditor determines which areas of the District's finances will be investigated.

President Long stated he felt it was appropriate for the Board to endorse management's acceptance of the auditor's recommendations.

On motion of Member Di Giorgio, seconded by Member Fritz and carried unanimously, the Board endorsed management's acceptance of the auditor's recommendations.

STAFF REPORTS:

Bahia Pump Station overflow. The Manager discussed an incident in which a Bahia Pump Station overflowed approximately 17,000 gallons into a small pond adjacent to the pump station. The Manager discussed the actions the District took in regards to the overflow and the subsequent monitoring of the spill site.

Member Welsh requested a copy of the full spill report, excluding employee names, after it is completed.

Kathleen Russ, Vice President of the Bahia Homeowners Association, requested the District release full details of the spill to her. She suggested all Directors visit the Bahia ponds and stressed the importance that the Bahia homeowners be notified whenever there is an overflow in that area. She requested a District liaison be appointed to address the Bahia Board meeting in two weeks to discuss the overflow in full detail.

Member Welsh requested the District have on hand the names of all the homeowners associations for notification purposes for any future sewage overflows. The Board discussed a phone notification system.

North Bay Watershed Association Meeting. The Manager noted that the North Bay Watershed Association met on November 5th in the District board room. Member Di Giorgio, representative for the District, discussed the presentations.

MANAGER'S ANNOUNCEMENTS:

- Wastewater Operations Committee meeting on Monday, November 15th, at the District office at 2:30 p.m.

ADJOURNMENT:

There being no further business to come before the Board, President Long declared the meeting adjourned at 8:11 p.m.

Respectfully submitted,

Beverly B. James
Manager Engineer

Julie Borda, Recording

DRAFT

November 22, 2010

A regular meeting of the Board of Directors of the Novato Sanitary District was held at 6:30 p.m., Monday, November 22, 2010, at the District Office, 500 Davidson Street, Novato.

BOARD MEMBERS PRESENT: President William C. Long, Members James D. Fritz, Michael Di Giorgio, George C. Quesada and Dennis Welsh.

STAFF PRESENT: Manager-Engineer Beverly James, Deputy Manager-Engineer Sandeep Karkal and Administrative Secretary Julie Borda.

ALSO PRESENT: Jo Heffelfinger, Novato resident
Dean Heffelfinger, Novato resident
L. Chakkalakeel, Novato resident
Bob Berry, Novato resident
Tom Dooley, Novato resident
Joe Carlomagno
Vicky Carlomagno
Steve McCaffrey, Novato Disposal
Suzanne Crow
James Erze, Novato resident
Stephan Matan, Novato resident
Delyn Kies, Novato resident
Steve Clary, RMC
Ted Whiton, Winzler & Kelly
John Bailey, Chief Plant Operator, Veolia Water
John O'Hare, Veolia Water

PLEDGE OF ALLEGIANCE:

AGENDA APPROVAL:

On motion of Member Quesada, seconded by Member Fritz, and carried unanimously, the agenda was approved as mailed.

WASTEWATER UPGRADE PROJECT 72609:

Report on odor control investigation. The Manager stated that odor control and air quality were an emphasis of the wastewater upgrade project design which included containment and treatment of the primary sources of noxious odors. She noted that despite these efforts, the District began receiving a significant number of odor complaints from the residents on Lea and McClelland Drive. She discussed the ongoing design/construction steps being taken to address the odor issue and recognized that resolving the odor problem is a top priority for the District. She

introduced three individuals who have been, and continue to, investigate the odor complaints to determine the source: Chief Plant Operator John Bailey, Steve Clary from RMC Water, and Ted Whiton from Winzler & Kelly Consulting Engineers.

Steve Clary, RMC Water, stated that the District spent \$2 million for odor control/containment during the design and construction phases of the treatment facility. Mr. Clary reviewed the facilities odor containment technology and discussed the technical investigations being conducting to determine the mal-odor sources.

Ted Whiton, Winzler & Kelly, gave a PowerPoint presentation which discussed the treatment plants approach to odor control at the design phase. He outlined the ongoing odor control investigation: regular communication with the surrounding neighbors, characterization of odors and their sources, mapping of characteristic odors to their probable sources and containment of those odors, and improved performance of the biological treatment (soil beds) in the headworks area. Mr. Whiton outlined and described the odor detection/containment progress made in the past six weeks and discussed the next steps the District will take.

Member Di Giorgio questioned if the odor samples collected could be identified to a specific treatment location/process. Mr. Whiton replied that the samples could, potentially, but due to poor wind conditions when the samples were being collected in the surrounding neighborhood, the odors could not be specifically identified. The Board discussed with Mr. Whiton the biological odor bed treatment areas.

Member Welsh discussed the negative air flow and negative pressure from the screening channels and questioned if there were enough fans and blowers to create the appropriate negative air pressure needed to ensure odors were not being released. Steve Clary stated he was aware of this issue and was working on solving the problem. He stated that RMC, Winzler and Kelly and the plant manager, John Bailey, were methodically going through odor detection processes.

Member Quesada asked if there was possibly an area not being noted as a process specific to odor production that may have been overlooked. Ted Whiton and Steve Clary addressed this issue and discussed the second aeration basin.

Member Fritz asked what processes are being used to sample the air quality. Ted Whiton described the off-site and on-site procedures that are being used to capture air samples.

Member Di Giorgio stated that odor control is a very important issue to the District and requested the neighbors remain patient as the details are worked through.

Deputy Manager-Engineer Sandeep Karkal discussed the District's focus as the treatment facility nears completion of the construction process. He assured the

audience that even though construction appears complete, it is not 100% finished and that the District will continue to search for the source of mal-odors.

John Bailey, Chief Plant Operator, Veolia Water, discussed odors at the treatment facility. He discussed the interactions he has had with the surrounding neighbors and talked about the impact and degree of odors they have experienced. He discussed remedies Veolia is taking to alleviate the odor problems and stated resolving the odor issue is his #1 priority.

George, a Lea Drive resident, discussed the loud noises and severe odors he has experienced since the construction has been completed. He asked the board to fix the odor problem.

Lisa, a Lea Drive resident, requested the Board find someone to fix the problem. She stated the odor problem has worsened since the new construction and stated the odor problems make it difficult to live on Lea Dr.

Stephan, a Lea Drive resident, discussed the bad odors coming from the plant. He commended John Bailey for trying to resolve the issue and for John's personal visits to his home to gain more information regarding the problem. He stated that at times the odors inside his house are very intense and that he cannot vent his house because the odors outside are bad as well. He questioned why the biological treatment beds (soil beds) were placed in a location so close to the residents on Lea Drive.

Joe Carlomango, McClelland Dr. resident, stated he hopes the District can get rid of the smell and believes the odors may be coming from the open aeration tanks. He stated John Bailey is wonderful and expressed his appreciation for Mr. Bailey's attentiveness while working through the odor problem.

Suzanne Brown Crow, Novato resident, requested the Board drop the term "fugitive odors" and questioned if the punch-list items have already been paid for in the contract.

Tom Dooley, Novato resident, stated he has noticed the odors for some time and hopes the problem can be corrected.

A Novato resident noted that she experiences chemical smells that aggravate her eyes and irritate her throat. She stated the odors had been going on for a long time. She commended John Bailey and Ted Whiton for actively going to the neighborhood and to her home to assist with odor detection.

James Erze, Novato resident, noted that the odors he is experiencing now are significantly different than the odors prior to construction. He stated he experiences odors at his residence which are similar to the odors coming from the headworks area of the treatment plant. He stated the lines of communication are good between himself and the District.

George Carlomango stated that there were three other residences in his neighborhood who have been experiencing the odors but were unable to come to the meeting to express their concerns.

President Long thanked the residents for their comments and invited anyone to call him at his home if the office cannot be reached to report odor problems. He stated that the Board and the District's goal were to achieve a treatment facility with zero odors.

James Erze, stated that the old treatment facility had fewer odors than the new facility.

Member Welsh noted that the older treatment facilities odors were mainly controlled by chemicals. Currently, due to new regulations, the upgraded facility cannot use chemicals and he questioned if this might be compounding the current odor problem. He encouraged the public to phone the office each time an odor is noticed.

Report on landscaping plans for eastside of treatment plant. The Manager noted that a landscape architect has developed a two-tier screening system to provide a visual barrier of the treatment plant from the residential area on Lea Drive.

Steve Clary, RMC Water, gave a PowerPoint presentation to outline the landscaping proposals. He discussed the proposed vegetation for the first and second tier of landscaping and illustrated the location of the new plantings. He stated that it is the District's intention to obtain input from the neighbors before approving a final design for the landscaping. Mr. Clary also discussed the location of a new secondary road which will provide access to the District's treatment plant via Lea Drive. He noted that the location of the access road was chosen to avoid removal of and adverse impact to the native and sensitive tree species located in the area.

Consider acceptance of work and authorize staff to file Notice of Completion for work completed on Junction Boxes 2 and 3. The Manager discussed the completion of the strengthening of outfall Junction Boxes 2 and 3. She stated that the total cost to complete the work for Junction Box 2 (Maggiora & Ghilotti) was \$78,740.23 and the total cost for Junction Box 3 (W.R. Forde) was \$85,303.00. She requested the Board accept the work and authorize staff to file a Notice of Completion.

On motion of Member Quesada, seconded by Member Fritz and carried unanimously, the Board accepted the work by Maggiora & Ghilotti and by W.R. Forde and authorized staff to file a Notice of Completion for work completed on Junction Boxes 2 and 3.

PUBLIC COMMENT: None.

BOARD MEMBER REPORTS:

Member Di Giorgio discussed the agenda for the “Marin County Council of Mayors and Council Members Ad-Hoc Committee on Pension and Other Post-Employment Benefits Reform” and noted the meeting would be held in the Larkspur City Council Chambers on November 29th at 7PM.

President Long stated that he visited the Bahia pump station where a recent overflow had occurred. He discussed the District’s alarm system which provides notification to the Collections Systems department. President Long suggested District staff audit the alarm systems and then return this item to a future Board meeting for further discussion.

CONSENT CALENDAR:

On motion of Member Quesada, seconded by Member Di Giorgio and carried unanimously, the Board approved the following Consent Calendar items:

- a. Approval of regular disbursements in the amount of \$290,519.68 and project account disbursements in the amount of \$213,219.18. (Payroll and payroll related disbursements will be ratified at the December 13th Board meeting.)
- b. Acceptance of the quarterly investment report for the quarter ending September 30, 2010.

The Board discussed the quarterly investment report and noted that the current yield on the District’s LAIF (Local Agency Investment Fund) account is very low.

Member Welsh questioned what the current payment to Barg, Coffin, Lewis & Trapp was attributed to. The Manager stated she believes the firm has completed their work but that there was a procedural delay in payment due to Meyers Nave reviewing the Barg Coffin invoices prior to the District releasing payment. Member Welsh made a request to see all invoices from Barg Coffin dated later than April 12, 2010.

BOARD OF DIRECTORS:

- Consider meeting policy:

Member Fritz made a motion to modify the time of the regular Board meeting and Member Welsh seconded the motion.

The Manager noted that on August 24, 2009, the Board adopted Resolution No. 3007 and District policy No. 5010 to change the board meeting time from 4:30 to 6:30 p.m. The minute action to authorize the modification noted that the change would stay in effect until February 25, 2010. The Manager noted that since the policy has been in effect for some time, she was bringing the matter back to the Board for reconsideration

or confirmation to maintain the current meeting time. In addition, she reviewed the meeting times for other Marin County sanitary districts.

Suzanne Brown Crow, Novato resident, pointed out that Board meetings are for the benefit of the public and requested the Board retain the current meeting time.

Dean Heffelfinger, Novato resident, stated that over 80% of the other Marin County sanitary districts meet at 6:45 p.m. or later. He requested the Novato Sanitary District meeting time be left at 6:30 p.m.

The Board briefly discussed the proposed time change. Members Fritz and Welsh withdrew their motion and noted the meeting time will remain the same, 6:30 p.m.

SOLID WASTE:

Report from Ad hoc Solid Waste Franchise Update Committee. The Manager stated that Novato Disposal Service Company had requested an adjustment of the maximum allowable solid waste collection rates. She stated that the District had retained R3 Consulting Group to review Novato Disposal's request. R3's final report confirmed that a maximum rate increase of 3.34% is appropriate. She noted that Novato Disposal did not request a rate increase for 2010, so the 3.34% increase represents only a 1.71%/year increase. The manager stated that the rate request had been reviewed by staff and recommends that the Board approve a maximum rate increase of 3.34% effective January 1, 2011.

Consider setting the date for the public hearing for establishing the maximum charges for refuse collection and disposal services. The Manager requested that the Board set the hearing date for the regular meeting on December 27, 2010 at 6:30 p.m. and direct staff to advertise the hearing in the newspaper.

On motion of Member Di Giorgio, seconded by Member Quesada and carried unanimously, the Board set the date of December 27, 2010 at 6:30 p.m. for a public hearing to establish maximum charges for refuse collection and disposal services, effective January 1, 2011, not to exceed an increase of more than 3.34%.

Consider setting the date for a public hearing on amending the Franchise Agreement to include Zero Waste goals and a time extension. The Manager stated that Novato Disposal Service Company has requested that the District consider amending the Solid Waste Franchise Agreement to incorporate Zero Waste goals and in recognition of the capital investment required to make this happen, to extend the Franchise Agreement by ten years to December 31, 2025.

Delyn Keis requested the District delay making their final decision to extend the Franchise Agreement until more public input and review could take place.

The Manager noted that the rate increase will need to be in place by January 1, 2011.

Steve McCaffrey, Novato Disposal, acknowledged Delyn Keis' expertise in the solid waste field and explained the importance of moving forward with Zero Waste. He stated that the rate increase was necessary to allow Novato Disposal to move forward with a new building specifically designed for the sorting and collection of non-waste/recyclable items.

President Long requested a report be prepared for the December 13th Board meeting which discusses in more detail Novato Disposal's food waste pilot program.

Member Welsh requested the franchise fee costs of each agency be included on the rate comparison spreadsheet.

Dean Heffelfinger stated that he does not think a 10 year agreement extension with Novato Disposal Service Company is a good decision at this time.

WASTEWATER OPERATIONS:

MANAGER'S ANNOUNCEMENTS: None.

Report from the Wastewater Operations Committee October and November meetings.

The Manager summarized the October and November Wastewater Operations Committee Reports.

Members Di Giorgio and Welsh, and Project Manager John Bailey discussed the creation and finalization of the remaining Standard Operating Procedures (SOP) manuals.

President Long requested a narrative be included with the reports from the Collections Dept. which discuss the significance of overflows which occurred during the reported time period.

Consider ratifying the extension of the contract with Aerotek to provide a temporary collection system worker to fill in for a worker out on a worker's compensation injury.

The Manager reviewed the December 14, 2009 Board approved contract with Aerotek which provided for two temporary employees for a time period of six months and for an amount not to exceed \$120,000. She noted that on April 26, 2010, one of the Aerotek employees was transferred to the Collection System crew to fill in for a District employee out on extended worker's compensation leave.

The Manager requested the Board authorize an increase of \$25,000 to the contract amount with Aerotek and to remove the time limit.

On motion of Member Fritz, seconded by Member Di Giorgio and carried unanimously, the Board modified the contract with Aerotek to include a contract amount not to exceed \$145,000 and to remove the contract end date.

STAFF REPORTS:

North Bay Water Reuse Authority meeting. President Long gave a brief report on the North Bay Water Reuse Authority meeting which took place on November 15th at the District office.

MANAGER'S ANNOUNCEMENT. None.

ADJOURNMENT:

There being no further business to come before the Board, President Long declared the meeting adjourned at 9:00 p.m.

Respectfully submitted,

Beverly B. James
Manager Engineer

Julie Borda, Recording

DRAFT

Novato Sanitary District Check Register

December 13, 2010

Date	Num	Name	Credit
Dec 13, 10			
12/13/2010	52076	J&M Inc.	674,922.20
12/13/2010	52115	Veolia Water North America	619,564.64
12/13/2010	52096	Pacific, Gas & Electric	63,315.97
12/13/2010	52059	Covello Group, The	40,044.30
12/13/2010	52091	Nute Engineering Inc.	37,270.79
12/13/2010	52111	Team Ghilotti	32,874.14
12/13/2010	52108	State Water Resources Control Bd(2)	31,799.00
12/13/2010	52104	RMC Water & Environment, Inc.	27,406.07
12/13/2010	52060	Custom Tractor Service	25,270.40
12/13/2010	52051	Caltest Analytical Lab Inc.	24,949.65
12/13/2010	52100	PSC	14,343.32
12/13/2010	52070	Ghilotti Bros. Inc.	13,224.50
12/13/2010	52053	Cantarutti Electric, Inc	7,886.00
12/13/2010	52122	W.R. Forde	7,672.50
12/13/2010	52079	LeBallister's Inc	5,142.70
12/13/2010	52043	Aerotek	5,061.50
12/13/2010	52113	U.S. Bank Card (2)(June)	4,136.69
12/13/2010	52099	Preferred Benefit	3,738.27
12/13/2010	52107	Sonoma County Water Agency	3,500.00
12/13/2010	ach	Bowens, Kenneth	3,270.00
12/13/2010	52105	Siemens Industry, Inc.	3,231.56
12/13/2010	52062	Dearborn National	2,732.27
12/13/2010	52088	North Marin Water District Payroll	2,337.00
12/13/2010	52083	Meyers, Nave, Riback, Silver & Wilson	2,324.40
12/13/2010	52065	EOA, Inc.	2,010.60
12/13/2010	52069	Frontier Analytical Laboratory, Inc.	2,000.00
12/13/2010	52081	Marin County Office	1,994.00
12/13/2010	52042	3T Equipment Company Inc.	1,930.39
12/13/2010	52056	Comet Building Maintenance, Inc.	1,772.80
12/13/2010	52078	Lateral-Jason Wu	1,500.00
12/13/2010	52090	Novato Disposal-	1,370.34
12/13/2010	52087	North Marin Water District Jobsite	1,240.08
12/13/2010	52101	R3 Consulting Group	1,236.25
12/13/2010	52054	CDW Government, Inc.	1,193.22
12/13/2010	52095	Pacific Sun	1,048.00
12/13/2010	52074	IEDA, INC	1,020.00
12/13/2010	52118	Verizon CA Pump Stations	1,015.59
12/13/2010	52102	Rauch Communication Consultants. Inc.	993.75
12/13/2010	52077	Jackson's Hardware Inc.	952.52
12/13/2010	52120	Vision Service Plan	928.30
12/13/2010	52073	IComm, Inc.	902.14
12/13/2010	52064	Electrical Equipment Company, Inc.	750.58
12/13/2010	52072	HACH/American Sigma Inc	697.60
12/13/2010	52121	VWR International Inc.	585.04
12/13/2010	52084	Nextel Communications	535.40
12/13/2010	52119	Verizon California	513.67
12/13/2010	52098	Pini Hardware	507.75
12/13/2010	52103	Reliance Standard Life	500.00
12/13/2010	52047	AT&T Mobility	401.57
12/13/2010	52116	Verizon	383.95

Novato Sanitary District Check Register

December 13, 2010

Date	Num	Name	Credit
12/13/2010	52046	Aqua Science	350.00
12/13/2010	52068	Fort Docs	345.75
12/13/2010	52048	BoundTree Medical, LLC	343.49
12/13/2010	52080	Leighton Stone Corp	309.02
12/13/2010	52055	Claremont EAP	295.00
12/13/2010	52044	Alhambra	269.41
12/13/2010	52086	North Marin Water District	268.07
12/13/2010	52106	Siemens Water Tech Corp.	235.27
12/13/2010	52123	Water Components & Building	234.55
12/13/2010	52125	Whitney, Larry	230.00
12/13/2010	52050	Cagwin & Dorward Inc.	229.00
12/13/2010	52057	Control Systems West, Inc.	222.03
12/13/2010	52082	Marin Mechanical II, Inc.	220.00
12/13/2010	52063	Department Of Consumer Affairs	200.00
12/13/2010	52124	Wesco Distribution	189.66
12/13/2010	52109	Stevenson, Jeffrey MD	135.00
12/13/2010	52061	CWEA	132.00
12/13/2010	52094	Orkin Pest Control	130.45
12/13/2010	52112	U.S. Bank Card (1)(Bev)	128.27
12/13/2010	52117	Verizon Business	113.49
12/13/2010	52067	First Alarm	111.75
12/13/2010	52071	Grainger	103.50
12/13/2010	52092	O'Reilly Auto Parts	95.79
12/13/2010	52075	Ikon Office Solutions	92.43
12/13/2010	52085	North Bay Portables, Inc.	89.70
12/13/2010	52052	Campway's	86.12
12/13/2010	52097	Petty Cash	79.53
12/13/2010	52045	All Star Rents LLP	70.99
12/13/2010	52058	Cook Paging	57.73
12/13/2010	52066	Federal Express	54.34
12/13/2010	52089	Novato Builders Supply	41.83
12/13/2010	52093	One Stop Auto Service Inc.	33.80
12/13/2010	52110	T-Mobile	22.62
12/13/2010	52114	United Parcel Service	16.08
12/13/2010	52049	void	0.00
			<u><u>1,689,538.08</u></u>

Dec 13, 10

12/10/10

Novato Sanitary District Check Register

December 13, 2010

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Credit</u>
Dec 13, 10			
12/13/2010	2119	Monterey Mechanical, Inc.	430,187.76
12/13/2010	2118	Covello Group, The	133,384.30
12/13/2010	2121	San Jose Boiler Works Inc.	3,697.50
12/13/2010	2120	Rauch Communication Consult...	2,311.82
12/13/2010	2117	Cagwin & Dorward Inc.	2,080.00
12/13/2010	2123	U.S. Bank Card (2)(June)	296.47
12/13/2010	2122	Staples Business Adv Inc.	111.13
Dec 13, 10			<u>572,068.98</u>

12/10/10

Novato Sanitary District Check Register

December 10, 2010

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Credit</u>
Dec 10, 10			
12/10/2010	52039	Di Giorgio, Mike	1,172.87
12/10/2010	ach	Long, William C.	1,032.10
12/10/2010	52040	Fritz, James D.	675.00
12/10/2010	52041	Welsh Dennis J.	450.00
Dec 10, 10			<u>3,329.97</u>

Novato Sanitary District
Payroll and Payroll Related Check Register

November 23 - 30, 2010

<u>Date</u>	<u>Name</u>	<u>Amount</u>
Nov 23 - 30, 10		
11/30/2010	November P/R Checks and Vouchers	126,992.40
11/30/2010	United States Treasury	23,956.54
11/30/2010	Retirees Health Benefits	14,563.78
11/23/2010	EDD	7,871.79
11/23/2010	PERS Retirement	33,398.47
11/23/2010	CalPers Health	28,645.42
11/23/2010	Lincoln Financial Group	3,984.80
11/23/2010	Lincoln Financial Group-401a Plan	7,354.15
11/23/2010	State Street Bank & Trust	3,050.00
11/23/2010	Marin Employ Federal Credit Union	517.00
11/23/2010	Hampton, Cari	400.00
11/23/2010	Local Union 315	400.00
11/23/2010	ACS	80.00
11/23/2010	North Bay Children's Center	40.00
Nov 23 - 30, 10		<u>251,254.35</u>

NOVATO SANITARY DISTRICT BOARD MEETING
DECEMBER 13, 2010

Solid and Hazardous Waste Programs Update

1. 2010 Program Accomplishments and 2011 Program Projections
2. Household Hazardous Waste Program Summaries
3. 2010 E-Waste Program Report
4. Zero Waste Programs
5. Emerging Issues

NOVATO SANITARY DISTRICT BOARD MEETING

December 13, 2010

Update on Solid and Hazardous Waste Programs

2010 Program Accomplishments

- Household Hazardous Waste & E-Waste Programs
 - To date, increased HHW participation by over 3% from 2009
 - To date, household batteries collected increased by 28%
 - To date, fluorescent tubes & compact fluorescents collected increased by 45%
 - To date E-Waste collected decreased by 5%
 - Increased E-Waste event participation by 11% from 2009
 - Fluorescent tubes & bulbs collected at 4 sites
 - Household batteries collected at 5 sites
 - Collection of unwanted medications/pharmaceuticals continues at 4 Novato pharmacies; Sharps/syringes at 8 Novato locations
- Education and Public Information
 - Updated Novato's Reuse/Recycling Guide and all fliers
 - Participated in public community events promoting programs: Novato Chamber Business fair; Farmer's Market; 4th of July parade; Fireman's Fund Earth Day Fair
 - Established Public Outreach group to coordinate consistent messages in varied media
- AB939 & Solid Waste Diversion Programs
 - Maintained Committee administration and support; monitoring reports
 - Reviewed and provided comments on County Zero Waste Programs; attended County AB939 Local Task Force & JPA meetings; encouraged City to opt out of JPA Zero Waste Programs

2011 Program Projections

- Household Hazardous Waste & E-Waste Programs
 - Maintain HHW programs & 2 annual E-Waste collection events
 - Plan and design for move of HHW facility
 - Operate, administer & maintain HHW facility & monitor participation & budget
- Education and Public Information
 - Update Novato's Reuse and Recycling Guide for 2011; place on websites
 - Work with District and Novato Disposal to update, maintain and monitor websites re: Recycling & HHW info
 - Work with public outreach group to provide for a consistent theme and message in all outreach materials, including fliers, ads, & web sites
 - Develop outreach event calendar & participate in additional public community events
 - Increase business outreach regarding hazardous waste disposal
- AB939 & Solid Waste Diversion programs
 - Produce 2010 disposal/diversion and per capita disposal reports
 - Continue Committee support; follow legislation
 - Attend AB939 Local Task Force meetings & JPA meetings
 - Develop commercial/multifamily recycling ordinance & workshop required by AB32
 - Update Novato's Waste Management Plan with Zero Waste Plan policy chapter; follow-up on Novato's zero waste programs



NOVATO *E-WASTE* COLLECTION EVENTS - 2010

Number of Participants: 2,332 residents

***E- Waste* Collected:** 149,046 pounds

Background

Novato held 2 E-Waste collection events in 2010. One was held in the spring, from April 23 – April 26; the other in the fall, from October 8 – October 11. Due to the sunset of the E-Waste exemption for disposal of electronics, essentially everything with a plug or cord was accepted. Although TV's and CRT's are currently collected at the Household Hazardous Waste (HHW) facility, these special drop off event offer residents the opportunity to properly dispose of all electronic items.

Scope

The events functioned as follows:

1. Novato residents dropped off *E-Waste* during a four day period day period, Friday through Monday, from 10:00am – 3:00pm. No appointment was necessary.
2. Novato Disposal was responsible for collecting and sorting E-Waste at the Recycling Center. All SB20/50 E-Waste materials - computer monitors, TV's and laptops – were sorted separately and palletized and shrink wrapped. All other E-Waste was packaged in large Gaylord boxes.
3. Novato Disposal was designated the “authorized collector” for the event, and was able to receive the state reimbursement of \$.16/lb. for all CRT's and TV's collected. Novato Disposal provided a separate crew of 5 unloaders, an individual to assist with surveys and a supervisor each day at the Recycling Center dedicated only to the *E-Waste* collection.
4. ECS Refining of Santa Clara was contracted with to provide E-Waste recycling services and functioned as the “approved recycler” under SB50/20 requirements. ECS was responsible for all transportation and E-Waste recycling, along with providing materials, such as pallets, Gaylord boxes and shrink wrap. In addition, ECS provided 2 additional staff, at no cost, to assist Novato Disposal with unloading and packaging on Saturday and Sunday. ECS also transported e-waste collected every day of the event.
5. Novato Disposal agreed to make special pick-up arrangements for the elderly or handicapped during the week.

6. The program coordinator supervised the entire program and was in attendance all four days to conduct surveys, traffic control, unloading, paperwork and overall coordination and supervision of staff and the recycler.

Participation

A total of **2,332 residents** participated in the *E-Waste* events in 2010, **an increase of 11% over 2009**. Surveys were completed by all residents. The combined daily participation from both events, based on actual surveys completed is listed below:

	FRI	SAT	SUN	MON
Daily Participation	607	644	519	562

Saturday continues to experience the highest level of participation, with Friday and Monday coming in “second and third”.

Type of Waste Collected



Due to the sunset of the Universal Waste exemption for household electronics, nearly everything with a cord was accepted, except for large appliances such as washers, stoves, etc. The following *E-Waste* was accepted:

- Computers, computer monitors, laptops – maximum, of 5 per person
- Fax machines and small table top copy machines
- Computer peripherals, such as printers, scanners, cables, mouse, keyboards
- Telephones, cell phones, answering machines
- Electric typewriters
- Televisions
- Radios, tape players, stereo equipment, DVD recorders, VCR’s, camcorders
- Kitchen appliances such as blenders, coffee makers, microwaves
- General household appliances – hair dryers, lamps, vacuums

All fliers and ads made it clear what was and was NOT acceptable. In addition, residents were encouraged to donate all working electronics to local thrift stores or charities.

A total of **149,046 pounds** of *E-Waste* was collected over the 8 days. The chart below illustrates the total pounds and pounds per participant.

Number of participants	2,332
Total <i>E-Waste</i> Collected (lbs)	149,046
Pounds per participant	64



Publicity and Outreach

Publicity and outreach for the event included the following:

- Separate mailers to all Novato households
- Fliers posted at city hall, Sanitary District, Recycling Center
- Articles and ads in Novato Advance; notices on hotline
- Posting fliers and distributing mailers at over 20 apartment complexes

Costs

The state's E-Waste law continues to provide reimbursement to the approved collector – in this case, Novato Disposal - for collection of all CRT devices. For 2010 events we were able to maintain our non-CRT waste collected at **NO CHARGE**. In addition our E-Waste recycler – ECS Refining– did not charge for their additional workers on Saturday and Sunday and continue to provide us with all transport and supplies at no charge. Novato Disposal charged for laborers, supervisors and surveyors for all eight days, along with pass through costs for printing and mailing of fliers to all residents.

Costs for the 2010 events totaled \$12,832.37, a 23% decrease from our costs in 2009. This is due to reduced printing, mailing and mail preparation costs. Participation over the 8 days increased nearly 11% from 2009. Overall total pounds collected increased by 6%. CRT waste, which is reimbursed from the state, increased by 2.5%, accounting for 46% of all E-Waste collected. Novato Disposal billed us directly for any labor and service charges remaining after the CRT reimbursement were received. The following chart illustrates costs, reimbursements and pounds collected.

Individuals Participating	2,332	
Total Pounds collected	149,046	
Pounds per participant	64	
CRT Weight (pounds)	68,376	
Non-CRT E-Waste (pounds)	71,096	
Microwaves (pounds)	9,574	
COSTS		
Non-CRT recycling costs (NO CHARGE)	\$00.00	
Rental Charges (Fork lift;)	\$1,390.00	
Novato Disposal Labor	\$8,474.68	
Novato Disposal printing/mailing of flier	\$11,442.37	
Subtotal Novato Disposal costs	\$19,917.05	
Reimbursement of CRT's paid to Novato Disposal (\$.16/pound)		(\$10,940.16)
Remaining Novato Disposal Costs	\$8,976.89	
Total E-Waste event costs	\$10,366.89	
Cost per participant	\$4.44	

Funding of \$18,000 was included in the current 2010 budget for 2 *E-Waste* events this fiscal year.

Survey Results

All participants completed a brief questionnaire.

In general:

- 29% of all participants were using the program for the first time.
- The majority of individuals (73%) heard about the event through the *E-Waste* mailer.
- Of the 1,115 participants, over 55% brought in computer monitors or televisions.
- Over 88% of the participants brought in some type of computer related product – monitor, CPU, printer, etc.
- 42% of participants brought in some type of kitchen or general household appliance
- Universally, respondents were very appreciative of the service.

Comparative Data

Attached is a chart comparing data collected from the 2003 – 2010 events ([Attachment A](#)).

- Participation remained very high. ([Attachment C](#) details participation and pounds collected from 2003-2010. **2010 participation was 11% higher than 2009.**) Saturdays, Fridays, and Mondays continue to be the busiest days. Although residents are making good use of other E-Waste recycling opportunities – Goodwill, the HHW facility, other E-Waste recycling events held around town – to dispose of their E-Waste, these E-Waste events remain enormously popular.
- Costs for the 2010 events **decreased by 23%** due to significant decreases in postage, printing and mailing prep charges. (Duplicate addresses continue to be purged from the mailing list, saving a significant amount.) ECS, our E-Waste recycler continues to provide us with recycling of all non-CRT E-Waste at no charge, and provides us with 2 workers on Saturday and Sunday at no charge, which is a great benefit. We will continue to pursue the best possible pricing, with authorized reputable E-Waste recyclers, for all future events.

Recommendations

Based on the success of these events and the obvious community need we will continue these events in 2011. Additional recommendations include:

- Continue to schedule the events as close as possible to Novato Disposal's clean-up week and ensure that Novato Disposal's newsletter is mailed out prior to the event. (Although the separate E-Waste mailer is the primary notification source, residents also rely on the information in the newsletter.)
- Continue to monitor the rates CalRecycle pays to reimburse E-Waste collectors and recyclers. (Currently the rate is \$.39/lb: \$.23 is paid to the recycler and \$.16 to the collector). CalRecycle has the ability to review these rates on an annual basis,

so these rates may change in 2011. We will continue to pursue the best pricing for all E-Waste collected from local state authorized, reputable E-Waste recyclers.

- Continue to work with an E-Waste recycler, such as ECS, who is a member of the *e-Stewards* certification program. This program has the most rigorous third party audit and certification procedures for E-Waste recyclers to ensure that none of our E-Waste is exported to any third world countries, dumped or uses prison labor. (Currently ECS has signed a pledge of non-export, goes through a third party "desk audit" process and is committed to a thorough *e-Stewards* audit and certification process.) ECS is an extremely reputable company - one of the major reasons we have continued to use them! We will continue to promote this fact in our advertising, Novato Disposal's newsletter and future E-Waste promotions.
- Continue to collect non-CRT waste at the HHW facility.
- Continue to publicize additional opportunities for residents to properly dispose of E-Waste, such as Goodwill and Marin Computer Resources in Bel Marin Keys.
- Work with the CA Product Stewardship Council, CA North American Hazardous Materials Management Association and others, to pursue legislation for producer "take-back" of used electronics.
- Continue to monitor Novato Disposal labor costs, to ensure necessary staffing.

Funding for future E-waste events and collections will continue to increase and "stretch" our budget. We will continue to monitor these costs over the next year.

E-WASTE COMPARATIVE DATA 2003 - 2010**ATTACHMENT A**

	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007(Spring)</u>	<u>2007(Fall)</u>	<u>2008(Spring)</u>	<u>2008(Fall)</u>	<u>2009(Spring)**</u>	<u>2009(Fall)**</u>	<u>2010(Spring)**</u>	<u>2010(Fall)**</u>
Participants	650	1,247	1,167	1,314	1,183	935	920	909	1,091	1,014	1,217	1,115
Total pounds	111,707	103,714	96,077	107,798	80,820	56,260	55,799	63,680	70,708	70,251	75,147	73,899
CRT Weight	N/A	N/A	53,623	49,067	41,420	23,850	22,871	29,231	32,283	34,462	34,291	34,085
Non-CRT Weight	N/A	N/A	42,454	51,166	36,682	28,137	27,852	30,592	34,693	32,725	36,712	34,384
Microwave weight	N/A	N/A	N/A	7,556	2,718	4,273	5,076	3,857	3,732	3,064	4,144	5,430
Recycling cost per pound	\$0.28	\$0.28	\$0.20	\$0.20	\$0.10	\$0.10	\$0.05	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
E-Waste cost	\$31,278	\$29,040	\$8,490.80	\$11,744.40	\$3,940.00	\$3,241.00	\$1,646.40	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
E-Waste reimbursement	N/A	N/A	(\$10,734.60)	(\$9,813.40)	(\$8,284.00)	(\$4,770.00)	(\$6,403.88)	(\$4,688.92)	(\$5,165.28)	(\$5,540.00)	(\$5,486.56)	(\$5,453.60)
Labor costs	\$3,843	\$7,275	N/A	\$4,417	\$3,962.50	\$4,097.53	\$3,297.00	\$3,297.00	\$4,237.34	\$3,694.60	\$4,237.34	\$4,237.34
Labor Credit		-\$3,432	N/A									
Printing & Mailing Costs				\$6,637	\$6,668.34	\$6,735.46	\$7,669.35	\$7,880.12	\$7,958.59	\$7,446.89	\$6,265.10	\$5,177.27
Supplies & Rental Charges	\$2,102	\$971	\$270.00	\$320	\$1,211.00	\$600.72	\$750.00	\$716.05	\$683.50	\$695.00	\$695.00	\$695.00
Total E-Waste Event Costs	\$37,223	\$33,854	\$8,761	\$13,305	\$7,497.84	\$9,904.71	\$6,958.87	\$7,204.25	\$7,714.15	\$6,296.49	\$5,710.88	\$4,656.01
Total Cost per pound	\$0.33	\$0.33	\$0.09	\$0.12	\$0.09	\$0.18	\$0.12	\$0.11	\$0.11	\$0.09	\$0.08	\$0.06

**** As of Spring 2009 ECS paid \$.16/lb for CRT materials as the state reimbursement decreased from \$.48/lb to \$.39/lb (\$.16 for the collector; \$.23 for the recycler)**

SURVEY COMPARATIVE DATA

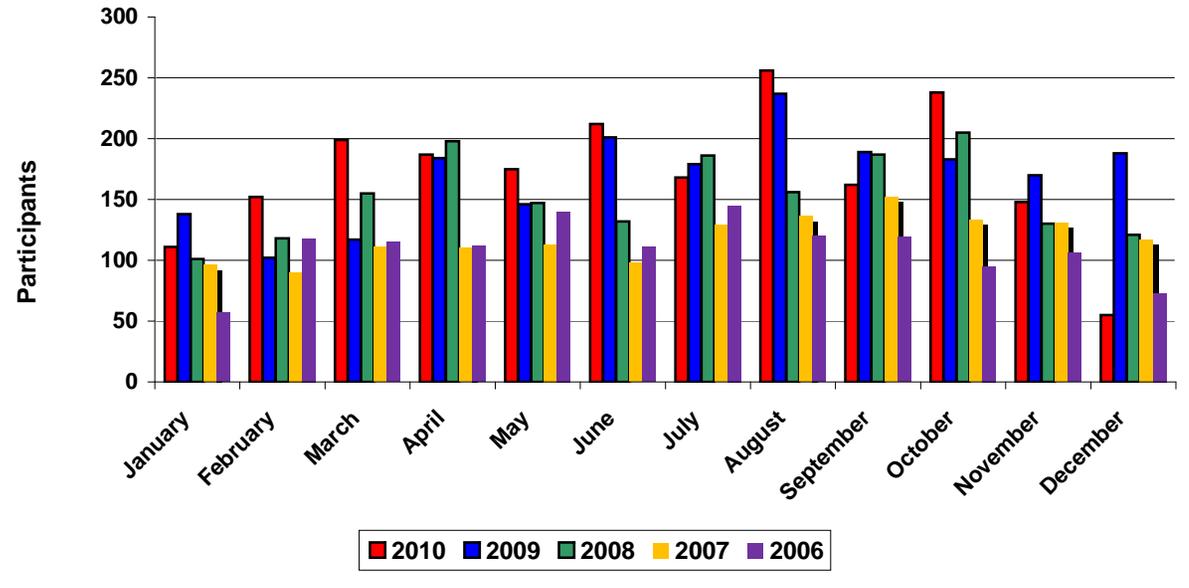
	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007 (Spring)</u>	<u>2007 (Fall)</u>	<u>2008(Spring)</u>	<u>2008(Fall)</u>	<u>2009(Spring)</u>	<u>2009(Fall)</u>	<u>2010(Spring)</u>	<u>2010(Fall)</u>
First time user	100%	83.50%	58.00%	57.00%	55.00%	53%	58%	48%	38%	34%	29%	29%
How did you hear about the program?												
E-Waste mailer	55%	62%	65%	64%	74%	68%	65%	72%	79%	71%	74%	73%
Novato Disposal newsletter	39%	46%	44%	27%	32%	28%	35%	33%	24%	34%	33%	32%
Newspaper ad	0%	5%	3%	11%	9%	7%	5%	5%	8%	6%	6%	5%
Word of Mouth	4%	4%	4%	3%	2%	3%	7%	3%	3%	5%	4%	4%
City/Sanitary District	1%	1%	0.60%	2%	2%	1%	1%	0.6%	1%	1%	1%	1%
Other	1%	1%	0.40%	2%	1%	2%	2%	2%	2%	2%	2%	2%
What are you bringing?												
Computer monitors	30%	52%	47%	41%	40%	30%	27%	38%	32%	31%	30%	26%
Computers & peripherals	21%	49%	43%	40%	43%	34%	32%	32%	33%	31%	31%	32%
Computer printers, fax machines, etc.	13%	29%	31%	30%	28%	24%	27%	26%	25%	24%	25%	30%
Televisions	16%	28%	29%	25%	30%	21%	24%	26%	35%	34%	28%	27%
Radios, tape players, DVD's, VCR's, etc.	8.50%	24%	23%	25%	30%	28%	28%	25%	26%	29%	26%	25%
Telephones, cell phones, etc.	9%	17%	14%	25%	23%	25%	24%	26%	26%	24%	25%	28%
Other	3.50%	13%	14%	10%	11%	13%	17%	15%	17%	21%	23%	22%
Kitchen Appliances	N/A	N/A	N/A	18%	32%	19%	21%	20%	18%	18%	20%	20%
General Household appliances	N/A	N/A	N/A	11%	22%	13%	19%	14%	17%	16%	17%	22%
Is any of the equipment in working order?												
YES	37%	42%	33%	49%	51%	53%	53%	45%	50%	48%	48%	48%

Daily Participant Data

	<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUES</u>	<u>WED</u>	<u>THURS</u>	<u>FRI</u>	<u>SAT</u>	<u>SUN</u>	<u>MON</u>
2003 (September)	158	115	80	45	62	94	96			
2004 (September)	N/A	336	122	109	104	87	138	351		
2005 (September)	N/A	334	85	94	99	115	137	303		
2006 (August)						300	213	341	190	270
2007 (April)						264	197	275	214	233
2007 (October)						201	154	209	164	207
2008(May)							219	288	161	252
2008(Oct)							230	254	175	250
2009(April)							286	292	245	268
2009(October)							246	277	232	259
2010(April)							319	326	283	289
2010(October)							288	318	236	273

HHW FACILITY SUMMARY 2010	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL
Total Participants	111	152	199	187	175	212	168	256	162	238	148	55	2063
Been to events before?(Yes)	73	107	150	138	128	166	128	183	126	179	109	37	1524
Permanent facility?	52	72	114	105	88	128	90	142	96	139	81	31	1138
Temporary events?	29	42	50	44	53	62	53	59	51	65	42	10	560
First time user?	38	45	49	49	47	46	40	73	36	59	39	18	539
Type of waste brought in?													
Antifreeze	6	7	11	13	6	19	8	15	12	17	5	6	125
Asbestos	1	0	1	4	1	0	0	1	0	2	1	1	12
Auto products	9	12	25	31	31	41	18	27	21	31	20	8	274
Car batteries	3	5	8	5	6	8	5	5	6	8	5	1	65
Computer monitors	18	9	18	12	15	11	20	23	14	15	11	10	176
Cements, sealers	13	11	15	24	18	26	19	25	14	20	11	5	201
Fluorescent tubes & bulbs	13	18	20	25	26	26	15	32	18	30	8	5	236
Household batteries	16	19	33	37	31	36	27	46	26	47	23	5	346
Household cleaners, polishes	22	30	34	46	36	57	41	56	36	54	32	8	452
Latex paint	43	52	70	74	62	77	58	99	61	104	54	10	764
Mercury Waste	0	1	2	3	3	5	3	2	7	11	2	2	41
Motor oil/filters	9	13	20	19	24	27	32	39	21	27	13	5	249
Old gasoline	5	2	8	2	11	16	13	7	9	7	7	1	88
Oil base paint	27	42	60	76	54	59	43	92	48	97	36	12	646
Paint thinners, solvents	25	38	51	71	44	64	54	81	48	91	38	13	618
Pesticides, herbicides, insecticides	14	25	31	43	34	47	35	50	33	62	22	6	402
Pet care products	2	8	2	8	2	9	2	10	2	9	5	0	59
Photo chemicals	0	0	2	1	1	1	2	4	1	2	6	1	21
Pool Chemicals	2	1	6	12	11	4	7	4	2	9	4	1	63
Propane/helium tanks/fire extinguishers	6	11	17	14	24	17	18	24	10	20	14	3	178
Sharps	1	0	5	2	2	2	0	1	0	3	0	0	16
Spray paints	16	23	25	35	29	34	20	50	27	44	29	7	339
Television	30	38	45	13	17	17	29	41	30	10	19	19	308
Thermometers/Thermostats	0	1	3	3	1	4	1	4	2	2	1	0	22
Wood preservatives, stains	11	15	27	38	22	36	35	41	20	35	19	5	304
Other	22	32	38	33	26	33	26	44	28	34	23	9	348
Hear about program?													
Newspaper ad	4	6	16	16	9	19	3	8	13	15	7	1	117
Recycling Center flier	46	55	63	77	69	82	68	95	52	103	64	13	787
Word of mouth	14	27	33	13	19	35	18	43	29	25	21	11	288
Novato Disposal newsletter	38	64	96	97	81	98	75	117	77	109	60	26	938
City/Sanitary District	3	7	7	8	26	14	6	18	7	7	14	8	125
Other	13	20	22	15	15	21	22	28	21	24	7	7	215
Change your own motor oil?													
Yes	21	26	40	26	29	24	22	38	27	37	21	9	320
Novato Recycling Center	14	17	31	21	20	14	16	29	12	14	12	4	204
Kragens	7	12	11	7	12	10	8	15	14	22	9	5	132
Pennzoil	0	0	0	1	0	0	0	1	2	0	1	0	5
Other	1	2	5	3	1	1	1	0	0	1	1	1	17
If yes, want curbside pickup?	8	15	14	8	13	8	12	14	10	15	6	3	126
No	90	126	159	161	146	188	156	218	135	201	127	46	1753
Comments													
Compliments/Good	27	59	70	63	59	81	58	93	54	93	49	17	723
Complaints	2	0	0	1	2	0	2	3	2	4	0	1	17

HHW Facility Monthly Participation 2006- Current



HHW PARTICIPANTS 2006 - 2010

	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>December</u>	<u>Totals</u>
2010	111	152	199	187	175	212	168	256	162	238	148	55	2,063
2009	138	102	117	184	146	201	179	237	189	183	170	188	2,034
2008	101	118	155	198	147	132	186	156	187	205	130	121	1,836
2007	96	90	111	110	113	98	129	136	152	133	131	117	1,416
2006	57	118	115	112	140	111	145	120	119	95	106	73	1,311
% Change from 2009	-19.57%	49.02%	70.09%	1.63%	19.86%	5.47%	-6.15%	8.02%	-14.29%	30.05%	-12.94%		

NOVATO SANITARY DISTRICT BOARD AGENDA ITEM SUMMARY

TITLE: Solid and Hazardous Waste	MEETING DATE: December 13, 2010 AGENDA ITEM NO.:
RECOMMENDED ACTION: Set the date for the public hearing on amending the Agreement on Solid Waste Collection, Processing, Diversion, and Disposal for Monday, January 24, 2011	
SUMMARY AND DISCUSSION:	
<p>As discussed at the Board meeting on November 22, 2010, the “Agreement Between Novato Sanitary District and Novato Disposal Service, Inc. for Solid Waste Collection, Processing, Diversion, and Disposal” (Agreement) was last amended in December 2005. Since that time, further opportunities and needs for reducing the amount of waste being landfilled have been identified. In April 2007, the City of Novato adopted a Zero Waste Resolution with a goal of 80% diversion by the year 2012 towards a goal of Zero Waste by 2025. (A copy of the resolution is attached) The Marin County Hazardous and Solid Waste JPA has also adopted a Zero Waste Plan. Four of the elements identified in the City of Novato Zero Waste Resolution: composting, no green waste in landfills, construction and demolition waste recycling, and increased commercial recycling fall under the jurisdiction of the Novato Sanitary District.</p> <p>Novato Disposal has partnered with the Sanitary District to assure that all green waste from Novato is composted and is interested in moving forward with food waste composting and construction and demolition waste recycling and increasing commercial and multi-family recycling. Significant investment in both capital investment and public outreach will be needed to meet the ambitious goals for reduction in waste going to landfill. Novato Disposal has already undertaken some of these efforts despite the fact that it is not required under the franchise agreement including:</p> <ol style="list-style-type: none"> 1. Food waste composting for the Novato Unified School District at no charge. 2. A pilot food waste composting for approximately 25% of Novato residents at no charge. 3. Planning and design for a construction debris and demolition waste recycling facility. 4. A commitment to provide food waste composting for all residents in Novato. <p>In order to make the investments to proceed, Novato Disposal is requesting that along with revisions to the language of the Agreement to incorporate food waste recycling and zero waste goals the District grant a 10-year extension of the Agreement which would otherwise expire in 2015.</p> <p>Revision of the Agreement requires a public hearing. Staff recommends that the Board set the date for the public hearing for January 24, 2011. The legal requirement is for a 15-day notice, however, the additional time will allow more opportunity for board review and public outreach.</p>	
ALTERNATIVES: Do not set the date for the public hearing.	
BUDGET INFORMATION: No impact. The R3 scope of work will be reimbursed by Novato Disposal.	
DEPT.MGR.:	MANAGER:

December 13, 2010

To: Board Members
Marin County Hazardous and Solid Waste Management Joint Powers Authority (JPA)
Marin County Department of Public Works
P.O. Box 4186
San Rafael, CA 94913

From: Board of Directors
Novato Sanitary District

Re: Novato Sanitary District Membership in the JPA

The Novato Sanitary District is the authority for solid waste franchising for the properties within its jurisdiction, which includes the City of Novato as well as unincorporated area. The District represents approximately 25% of the residents in Marin County.

The JPA is expanding its programs beyond its original purpose of AB 939 compliance reporting and HHW collection for Central and Southern Marin to include Zero Waste. Novato Sanitary District is requesting that the JPA consider allowing the District to join the JPA. Membership in the JPA would facilitate collaboration with the other jurisdictions in the County on the Zero Waste program as well as any future programs.

BALLOT FORM

MARIN LAFCO AGENCY FORMATION COMMISSION

ALTERNATE SPECIAL DISTRICT REPRESENTATIVE

Purpose of Election: Selection of Alternate Special District Member to serve until May 2011. Seat formerly held by Fred Hannahs.

Voting Procedure: Vote shall be one per district. Ballot may be signed by the District Presiding Officer or a designee appointed by the Board of the District.

CHOICE OF CANDIDATES:

(Please indicate first, second and third choice to enable an "instant runoff" if necessary.)

- _____ Kevin Reilly - Almonte Sanitary District
- _____ Pamela Meigs - Ross Valley Sanitary District
- _____ Craig Murray - Las Gallinas Valley Sanitary District

District

Signature

RETURN FORM TO MARIN LAFCO AFTER THE DISTRICT'S VOTE,

NO LATER THAN January 24, 2011

Ballot may be transmitted by facsimile to (415) 446-4410

MARIN LOCAL AGENCY FORMATION COMMISSION

NOMINEE QUALIFICATIONS

ALTERNATE SPECIAL DISTRICT MEMBER

Nominated for: Alternate Special District Representative

Name: KEVIN REILLY

Telephone: (Home) 764-8669 (Work)

Email Address: Kevin@Reilly4RealEstate.com

Home Address: 193 MORNING SUN AVE. MILL VALLEY, CA 94941
Employer's Name and Address: SELF-EMPLOYED

Present Occupation: REALTOR

> Summary of Qualifications for Position:

PRESIDENT, ALMONTE SANITARY DISTRICT

> Reasons for Applying:

FURTHER SPECIAL DISTRICT REPRESENTATION ON LAFCD

> Please list any organizations of which you are an officer or an employee:

ALMONTE SANITARY DISTRICT

Please return to: Marin LAFCD
555 Northgate Drive, Suite 230
San Rafael, CA 94903

*Additional information may be attached.

NOMINEE QUALIFICATIONS

ALTERNATE SPECIAL DISTRICT MEMBER

Nominated for: Alternate Special District Representative

Name: Pamela Meigs, RN

Telephone: (Home) 415 258-2882 (Work) 415 925-7663

Email Address: 310 Cypress Dr. Fairfax, Ca. 94930
pamela.meigs@sbcglobal.net

Home Address: 310 Cypress Drive
Same
Fairfax, Ca. 94930

Employer's Name and Address: Marin General Hospital
250 Bu Air Rd.

Present Occupation: Registered Nurse Greenbrae, Ca.

> Summary of Qualifications for Position:

Director for Ross Valley Sanitary District 1,
Fairfax Planning Commission, Fairfax
Fairfax General Plan Advisory Com., Open Space Com

> Reasons for Applying:

to promote & provide assistance to other government agen-
cies of the County & the public concerning changes in
local government boundaries for organization - Encourage
the preservation of open space & agricultural lands
Please list any organizations of which you are an officer or an employee:

Please return to: Marin LAFCO
555 Northgate Drive, Suite 230
San Rafael, CA 94903

*Additional information may be attached.

From: Pamela Meigs <pamelameigs@sbcglobal.net>
 Subject: **ADDITIONAL QUALIFICATIONS FOR LAFCO POSITION**
 Date: November 13, 2010 4:46:59 PM PST
 To: Pamela Meigs <pamelameigs@sbcglobal.net>

A native Bay Area resident (Berkeley)

A Ross Valley resident for over 20 years

A advocate of Community Health, the Environment and Fiscal Responsibility

Over 15 years of Community Leadership experience in the Ross Valley

Past Chair and current member of the Fairfax Planning Commission for over 7 years

Past member of the General Advisory Committee for the Town of Fairfax

Worked on Safety, Land Use, Open Space, Circulation, Housing, Conservation and the Downtown elements for the General Plan for the Town of Fairfax

Initiated a major revision for the Tree Ordinance for the Town of Fairfax

Worked on the Mixed Use Overlay Zone Draft for the Town of Fairfax

Initiator and Past Co-chair of the Fairfax Open Space Committee

Completed the Environmental Forum Community Leadership Program

Member of the Sierra Club, Sustainable Fairfax, Daughters of the Golden West, and Nursing Honor Society

MARIN LOCAL AGENCY FORMATION COMMISSION

NOMINEE QUALIFICATIONS

Alternate Special District Representative

Nominated for: Alternate Special District Representative

Name: Craig K. Murray *CKM*

Telephone: (Home) 499-9899 (Work) 510-307-8188

Email Address: District: cmurray@lgvsd.org ; Work: Craig Murray@ci.richmond.ca.us

Home Address:

Employer's Name and Address:

443 Montecillo Road

City of Richmond, Redevelopment Agency

San Rafael, CA 94903

440 Civic Center Plaza, Richmond, CA 94804

Present Occupation: Development Project Manager II

- Summary of Qualifications for Position:
- BA, UC Berkeley; Master Public Administration, CSULB; Certf. in Econ.Dev.,UCR
- Senior Right of Way, SR/WA Designation, Intl. Right of Way Association
- Local Government Real Property Experience, 1985 to present
- Experience with a variety of intergovernmental administration matters
- Marin County Emergency Operations Center, Plg/Intel Section Volunteer
- City of Long Beach Real Estate Technician managed property matters including Annexation interests under Cortese-Knox
- Managed 1,783 Acre Redevelopment Project Area Amendment for Richmond
- Reviewed, as community member & now as a LGVSD Director, LAFCO related Sanitary District Sphere of Influence matters

- Reasons for Applying:
- LGVSD Board Representative Candidate
- Interest in effective use of property, limits on Urban Sprawl and development of reliable local government agencies
- Raised in Central Marin as a member of a 4th Generation Marin Family based in community service

- Please list any organizations of which you are an officer or an employee:
- Director/President, Las Gallinas Valley Sanitary District
- Secretary, Terra Linda Homeowners Association
- Scoutmaster, San Rafael Boy Scout Troop 101

NOVATO SANITARY DISTRICT BOARD AGENDA ITEM SUMMARY

TITLE: Board of Directors: Marin County Council Adhoc Committee	MEETING DATE: December 13, 2010 AGENDA ITEM NO.:
RECOMMENDED ACTION: b. Approve Novato Sanitary District participation in Committee c. Appoint a representative to the Committee d. Approve per diem for committee attendance	
SUMMARY AND DISCUSSION: <p>The Marin County Council of Mayors and Councilmembers (MCCMC) has formed an Ad-Hoc Committee on Pension & Other Post-Employment Benefits Reform in recognition of the challenges faced by local government agencies due to under-funded post retirement benefits. A summary of the Committee's scope and objectives is attached.</p> <p>They have opened membership in the committee to other jurisdictions including the Novato Sanitary District. Participation will allow the District ready access to the information developed by the Committee and provide for better coordination with other jurisdictions in the county.</p>	
ALTERNATIVES:	
BUDGET INFORMATION: The District would fund the \$225/meeting reimbursement from the budget for Director's fees of \$50,000.	
DEPT.MGR.:	MANAGER:

AGENDA
MARIN COUNTY COUNCIL OF MAYORS & COUNCILMEMBERS
AD-HOC COMMITTEE ON PENSION & OTHER POST-EMPLOYMENT
BENEFITS REFORM

Date: November 29, 2010
Location: City Council Chambers
400 Magnolia Avenue, 2nd Floor
Larkspur, CA
Time: 7:00 PM

INTRODUCTIONS:

COMMITTEE MEMBER REPORTS AND COMMENTS:

PUBLIC COMMENT: The Committee will hear public comments only on matters not on the agenda and over which they have jurisdiction. There will be no Committee discussion. In the interest of time, the comment period shall not exceed 10 minutes and limited to 2 minutes per speaker per topic. These time limits may be waived by a majority vote of the Committee

BUSINESS ITEMS:

1. Consider the inclusion of elected representatives from other jurisdictions on the Committee
2. Discussion of the scope of work and objectives for the Committee
3. Identify specific areas of research and analysis and create subcommittees as required
4. Schedule for future meetings

ADJOURN MEETING:

Contact Information:

Larry Chu
Vice Mayor, City of Larkspur
415-591-2737
LChu@larkspurcityhall.org

my lee

To: MCCMC Pension & OPEB Reform Committee

From: Larry Chu

Date: November 23, 2010

RE: Summary of Business Items for November 29, 2010 Meeting

1. Consider the inclusion of elected representatives from other jurisdictions on the Committee

In my initial discussions on pension reform with other elected officials, it was not limited to just MCCMC members. In the past week, I have received e-mails from representatives of the Marin Municipal Water District, the Novato Sanitary District, and the Marin Energy Authority expressing interest in actively participating on our committee.

I have no objections to including other elected officials around the table. The fiscal issues and impacts associated with the costs and risks of pensions and Other Post-Employment Benefits is equally challenging to all local public entities. Broader participation could result in ideas not considered by our group and the collaboration on this topic could open the doors to other efforts of mutual interest in the future.

MCCMC President Shawn Marshall has also endorsed the inclusion of representatives from other public agencies.

2. Discussion of the scope of work and objectives for the Committee

Since the Stanford Institute for Economic Policy Research issued their report on the unfunded liabilities in California's three largest pension funds in April 2010, there has been a steady debate about the actuarial methods used in this study. SIEPR has just release another report this month on the unfunded liabilities for the independent pension funds formed under the County Employment Retirement Law of 1937.

This role of the committee is not to get into the debate on the merits or shortcomings of which discount rate to use. Regardless of whether it is the risk-free rate or the assumed target rate of return, CalPERS is still underfunded by hundred of billions of dollars and MCERA is still underfunded by hundreds of millions of dollars. This does not include the unfunded liabilities associated with OPEBs.

This is also not about whether we value our public employees or not. We need to look at this from the standpoint of our respective financial sustainability as a going concern.

How and when the economy emerges from the Great Recession is speculative. But as long as local agencies are strapped with the obligation of making up the actuarial shortfalls, at best we have a cash flow problem as dollars normally used for public programs and services are redirected to higher payments for retiree benefits.

In addressing the MCCMC Mayors Select Committee on October 27th, I outlined the following task to be performed by our committee:

- A recognition and acceptance that the current system as structured is not sustainable;
- A recognition and acceptance that the current regulatory actuarial requirements are understated;
- Get a true and realistic assessment of the cost and risks associated with the unfunded liabilities and assess the vulnerabilities and impacts to our finances and budgets;
- Come up with a set of alternatives that are in our local control that achieves lowering the costs as well as lowering the risks, but to still document alternatives and policies that have dependencies beyond our immediate control;
- Create a document (a "toolkit" of sorts) that identifies the various alternatives and policies, the time frame in which it can be implemented, the qualitative impact to the members, the qualitative impact to employees, and the dependencies associated with implementation;
- Create policy statements that address the above and identifies where we want to be, even if some measure may take decades to achieve or realize;
- Expanding the discussion to a regional level and eventually to the state level.

Some MCCMC members are already feeling like they need our analysis completed for the mid-year review of their 2010-11 budgets. The timing of creating the "toolkit" is critical. If it is to be useful in the 2011-12 budget cycle, we need to set an objective for a draft to be completed by March 23, 2011.

3. Identify specific areas of research and analysis and create subcommittees as required

This committee should leverage the work done by other organizations. The Marin Managers Association made a presentation to the MCCMC on October 28, 2009 and introduced a set of regional city and county pension standards. This document has reference materials, and a set of guiding principles and recommendations.

The report was then submitted to the League of California Cities, the California State Association of Counties, and the Association of California Water Agencies. I was told that no response came from these organizations. Upon further inquiry to the LCC back in April, it was stated there would not be interest in dealing with this issue until after the November 2nd elections and that the LCC would maintain a neutral position on reform proposals.

If we start with where the MMA left off, we can build upon their work with other source materials. For example, the LCC has a white paper from last November, Alameda's and Contra Costa's managers associations have a joint report from February, there are Grand Jury reports from San Francisco and Santa Clara from last June, and several academic studies besides the one from Stanford. Locally among the MCCMC members, the City of Novato's Pension Study Group released a supplemental report in January to update a previous study done in May 2007.

We will need a subcommittee to review these documents, analyze the findings, do additional research into what is already being done and the outcomes, and to compile a comprehensive summary of solutions.

Up to now, I have only been focused on pensions. Another subcommittee will need to begin doing the same thing for Other Post-Employment Benefits. These would be benefits such as health, dental, vision, life insurance, prescriptions, hearing, long-term disability, but not deferred compensation.

Last, there has been interest expressed in having a paid independent assessment (i.e. not by CalPERS or MCERA) of the unfunded liability for an individual participant in their respective plan. This is necessary for budgeting and analyzing the cash flow impacts in the short and long term future.

A subcommittee will be needed to compile information from the various plans and risk pools, define a scope of work for the study, and to use this information in requesting and evaluating proposals.

4. Schedule for future meetings

Most of the initial work will be working in smaller groups and compiling information. With the holidays coming up, it is not likely we will have enough interest or information to meet in December.

Taking all Regular council meetings and monthly recurring meetings of the MCCMC and other boards or committees such as the Transportation Authority of Marin, the Marin Energy Authority, the Marin Telecommunications Agency, and the Joint Services Oversight Committee, it leaves the second and fourth Monday of the month as possible meeting dates.

To have adequate time to prepare for the next meeting, I would suggest January 24, 2011.

Pension Study -

Marin Manager's Association

Belvedere
George Rodericks

Corte Madera
Dave Bracken

Fairfax
Michael Rock

Larkspur
Jean Bonander

Mill Valley
Anne Montgomery

Novato
Michael Frank

Ross
Gary Broad

San Anselmo
Debbie Stutsman

San Rafael
Ken Nordhoff

Sausalito
Adam Politzer

Tiburon
Peggy Curran

County of Marin
Matthew Hymel

Marin
Municipal
Water District
Paul Helliker

November 2, 2009

Mr. Chuck Dalldorf
Regional Public Affairs Manager
North Bay and Redwood Empire Divisions
League of California Cities
310 Dana Street
Petaluma, CA 94952

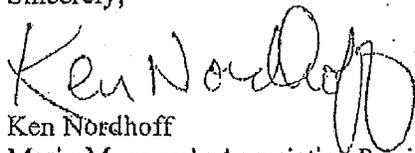
Dear Mr. Dalldorf:

The Marin Manager's Association represents the top executive leaders serving in the cities and towns of Marin, along with the County of Marin and Marin Municipal Water District. We gather regularly to discuss a variety of complex problems and issues facing individual agencies, countywide governance, or challenges that go beyond our area.

One recent such effort has been our desire to address pension reform. I am pleased to provide you the results of our work over the past few months. We believe regional pension reform, coupled with much needed changes on a statewide basis, are necessary in order to bring long-term stability to our finances, budgets, and the viability of the existing retirement systems.

Please accept our Marin Manager's Association Pension Reform report. I would be glad to answer any questions once you have reviewed our document. As needed, feel free to contact me at (415) 485-3055 or ken.nordhoff@cityofsanrafael.org.

Sincerely,



Ken Nordhoff
Marin Manager's Association President - 2009

cc: MMA Members

W:\City Managers- WorkFile\Meetings\Marin Managers\Pension reforms\MMA Pension Reform cover letter-- Chuck Dalldorf.doc

mama.org

LCMU@landpurcityhall.org

Belvedere
George Rodericks

Corte Madera
Dave Bracken

Fairfax
Michael Rock

Larkspur
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Anne Montgomery

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Sausalito
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Tiburon
Peggy Curran

County of Marin
Matthew Hymel

**Marin
Municipal
Water District**
Paul Helliker

Marin Manager's Association

TO: North Bay, League of California Cities
California State Association of Counties
Association of California Water Agencies

FROM: Marin Manager's Association (MMA)

DATE: November 3, 2009

SUBJECT: Proposal for Regional City and County Pension Standard

Introduction

Beginning in June, 2009, the Marin Manager's Association (MMA) began to explore alternatives to the current pension standards provided to public employees within our agencies. This topic has been under review and consideration for some time, as evidenced by publications over the past few years from the League of California Cities (League) and the California State Association of Counties (CSAC). Regional efforts regarding pension reform and new standards have been occurring as well, including multi-agency efforts in Santa Mateo and San Diego counties.

Marin city and county governments recognize public employee defined benefit plans have served career employees well for many decades. These same agencies also recognize the current public pension systems are not sustainable. A myriad of factors contribute to this conclusion, including, but not limited to, current economic and investment climates, pension changes in the private sector, longer life expectancies, and shrinking work forces.

One might consider any discussion of public sector retirement benefits should not be limited to just pension systems. Local agencies need to examine all of the post-employment benefits provided to long term employees who retire from city and county governments. Each agency should examine both its willingness and capacity to offer and financially sustain post employment benefits. Given the complexity of these subjects, and a desire to offer regionalized solutions for retirement, the focus of this proposal coming from the MMA will be limited to pension reform.

The Problem

Much has been written and publicized about public employee pension problems over the last several years. There is no question isolated abuses, such as 'pension spiking' have contributed to this media coverage. Conversion of benefits to salaries, although allowed with system regulations, has resulted in some annual retirements (mostly for positions of high level directors and managers) beyond what is fair and reasonable for long term public employees.

Over the past two decades, court rulings and other changes in laws have added to member agency retirement burdens. At present, overtime pay, administrative leave at termination and health care benefits paid by local employers are not considered 'annual earnings' for retirement purposes. However, inclusion of specialty pays (such as education incentives) and other compensation components has been declared compensable earnings at retirement.

These compensable earnings changes have compounded the growth in defined benefit plan employer costs in recent years due to other factors, particularly poor returns on investments assets due to the overall equity market downturn. In the late 1990's, when CalPERS was earning extraordinary returns on its portfolio, actions by the California Legislature enacted significant benefit enhancements for public employees in the CalPERS and MCERA systems that were optional for participating local governments. At that point in time, investment returns created persuasive (but ultimately unsustainable) new pension tiers. It is now common for career public safety officers to retire close to age 50 with close to a full salary under the 3% at 50 plan. Many non-safety career employees can also retire near their salary levels prior to retirement, with additional years of service. What has taken place over this past decade demonstrates that these late 1990s' actions need to be amended, and soon.

In order to address these problems, the Marin Manager's Association is committed to providing recommendations for a reduced tier pension offering that could be implemented by the great majority of Marin cities as well as the County of Marin. New pension tiers would not affect existing city employees who have vested rights to the current pension program, but would affect new employees after a date certain. A standardized new hire pension tier can, and should be, both sustainable and defensible.

Background and History

For several decades, the State of California and local governments have offered a "defined benefit" retirement plan for employees. This system guarantees annual pension payments based on retirement age, years of service, and salary. Most cities in California are members of the Public Employees Retirement System (CalPERS).

All cities in Marin County, with the exception of the City of San Rafael and the County of Marin, are CalPERS members. San Rafael and the County are members of the Marin County Employee Retirement Association (MCERA).

The goal of this report is to recommend pension levels for full career employees with pension benefits which maintain a reasonable standard of living into retirement. The benefit level should be fair and adequate, but fiscally sustainable for employers and taxpayers. Any proposal for such a regional pension standard must be based on sound actuarial work. In order to support the understanding of a reasonable standard of living beyond public sector employment, we have gathered data from the current pension providers. According to a recent publication, CalPERS reported \$25,200 as the average annual pension for their retirees in their system. 78 percent of all CalPERS service retirees receive less than \$36,000 a year or less. 32% of total CalPERS members are in local government service, with the balance being in the State of California and school agencies.* Similarly, MCERA reports the average income for their members is \$32,000 per annum.

We acknowledge the defined benefit plan has worked for decades and should be retained, but with reforms to maintain principles of sound fiduciary management – including elimination of abuse, sharing of risk between employer and employee, and establishing more predictable costs – that preserve the ability to recruit and retain quality employees for key positions.

Over the past two decades, defined benefit pensions have become increasingly rare in the private sector. Most private employers offer "defined contribution" plans where the employer contribution is a fixed dollar amount and the benefits are based on contributions and investment earnings. Given their structure and limitations (per IRS regulations), these defined contribution plans put the great majority of investment planning and market risk on the employee. Each individual is tasked with building sufficient retirement assets to provide for their needs (and those of immediate family members) after retirement. Recently, defined contribution plans (commonly known as 457 and 401(k)) have delivered poor investment performance. There exists an increasing opinion amongst the public at large, and opinion leaders, that State and local government workers should be forced solely into defined contribution plans.

We feel this would be mistaken for several reasons. First and foremost, defined benefit plans have proven to be more efficient than defined contribution plans for delivering pension benefits. Defined benefit plans generally earn more over time than defined contribution plans because they are professionally managed. Defined benefit plans offer lower fees and cover disability retirements and death benefits that are not included in defined contribution plans. Further, defined benefit plans offer a protection for inflation and manage longevity risk better than defined contribution plans by pooling larger

numbers of people. Moving from a defined benefit plan to a defined contribution plan entails large start-up costs and forces change in asset allocations that will produce lower investment results in the defined benefit formula plans that remain for existing employees. Hence, it would likely cost the taxpayers more for many years to force future local government employees into a defined contribution plan.

Defined benefit plans are funded from three sources. Employees are required under law to contribute rates established for each plan tier. These rates are set as a constant amount of salary (such as 9% for public safety employees). County 1937 Act plans like MCERA require employees to pay a rate based upon age of entry (age at hire date). These employee rates can range from 5% to 12% - the older the employee hired - the higher the rate.

The second level of funding comes from actual trust fund investment returns. Actual returns vary from one year to the next but expected returns are set by the MCERA and CalPERS Boards, with extensive input from actuarial firms. These expected investment rates have always taken a long view - and are currently expected to generate 7.75% to 8.0% annual rates of return. This leads us to the final level of funding coming into play - employer contribution rates. Whatever funding is not handled by member contributions and investments returns must be made up by employer contributions.

City and county costs for these defined benefit plans are largely rooted in two factors: the benefit paid to retirees, and returns earned by investment managers. CalPERS and MCERA are not impervious to stock market declines and real estate losses. Both MCERA and CalPERS have suffered significant losses in their respective portfolios since mid 2008, like any other investor in the market at the time. While the investment markets have provided some portfolio rebound in recent months, member agencies are going to be required to pay significantly increased contributions to fund pensions for current employees and make up for the huge losses in FY '08-'09. Amortization of these losses into employer rates over the next few years will differ for MCERA and CalPERS agencies, based upon respective Board directions. It is clear these huge losses will add mounting financial and budgetary pressure on Cities/Towns and the County at a time when local budgets are already in distress.

Public pension reform has been studied locally and on a statewide level over the past several years. Local government budgets and tax revenues rebounded after the dot.bomb implosion in the early 1990's. Growth in sales taxes, housing markets and business expansion overtook the pension reform ideas. When local economic recovery occurs, the current financial challenges facing local government indicates improved fiscal condition will be slow and gradual. This is in sharp contrast to prior recoveries and reinforces the need to stay the course to implement pension reform strategies.

Local revenues for Marin cities and towns are depressed at a time when pension rates will be increasing. The major sources of revenue to pay for basic services include property, sales, and hotel occupancy taxes. Statewide consulting experts HdL, which audits sales tax for many California cities and counties, does not anticipate a return to 2005 sales tax levels until 2013 or later due to changes in consumer behavior, restructuring of industries (e.g. autos) and access to credit. Property tax revenues, long considered the most reliable for steady growth of all municipal revenues, are flat in Marin County this year and only modest growth is expected in the ensuing years relative to annual 7%-9% growth experienced before the housing decline. Job losses and inflation pressures, coupled with devalued dollars, resulted in fewer travelers to Marin, and double digit declines in hotel occupancy taxes.

The CalPERS policy adopted June 16, 2009, spreads the deep losses from FY 2008-09 over the next thirty years, beginning in fiscal year 2011/2012 and rising through fiscal year 2013/2014. The increased rates will catch cities just as they are beginning to recover from the nastiest recession in at least 60 years. MCERA has yet to determine the June 30, 2009 impacts to the City of San Rafael and County of Marin. They will no doubt be substantial, and extend well into the next decade.

As such, employer agency pension costs are climbing beyond our ability to manage them without impairing basic service levels to the public. Many taxpayers are not being provided defined benefits at current public sector levels. This current economic and community climate allow for reexamining pension benefit levels today and into the future. In short, local government pensions are in need of several levels of major reform.

The MMA working group has met on the subject several times since June. Further, we have developed an outline of our timing and process, including meetings with local labor representatives and others to discuss our report. These meetings were intentionally designed to be informal and share our findings, conclusions and recommendations being put forth to the League of California Cities, CSAC and other professional government organizations.

To Date We Have

- ✓ Reviewed CSAC *Guiding Principles for 2005-06 Pension Reform* and the League of California Cities' *Pension Reform in California*, dated March 1, 2005.
- ✓ Gathered other resources of information, such as the *Proposal for Regional City Pension Standard* issued by the San Diego City/County Manager's Association and the San Mateo County Civil Grand Jury's 2009 report, *Summary of Reversing the Upward Trajectory of Employee Costs in the Cities of San Mateo County*.

- ✓ Heard from Bartel Associates, a long standing actuarial firm serving many municipalities throughout California, about trends, opportunities, challenges and impacts concerning pension reform across California communities.
- ✓ Obtained information about California Foundation for Fiscal Responsibility, whose mission is *...committed to educating the public and key decision makers about California public employee retirement benefit issues and developing fiscally responsible solutions that are fair to employees, employers and taxpayers.*
- ✓ Surveyed all of the Marin member agencies to determine current pension plans for all miscellaneous and safety employees.
- ✓ Reviewed other industry publications, including "*New Normal*" Retirement Plan Designs, authored by Girard Miller and Jim Link for the Government Finance Review, August 2009 publication.
- ✓ Reached out to other areas outside of Marin County to examine solutions to this problem. Since a sizeable portion on Marin's local government workforce lives outside of our County, we have taken input and acquired data from nexus counties so we are aware of their efforts and recommendations in the area of public pension reform.

Guiding Principles:

Our work on pension reform is rooted in determining a series of goals, from which findings, conclusions and recommendations can be developed and implemented. The work of this MMA group has determined a set of common goals, many of which have already been codified in other local government documents. The work of the MMA regarding pension reform is rooted in the following series of mutually shared goals by our Marin Managers:

- ↳ Pension reforms:
 - Must be developed within the boundaries of existing and future laws and regulations, whether these come from pension system providers, court decisions or State legislative action.
 - Should be designed to mitigate employer contribution (budget) fluctuations.
 - Work to share a greater portion of the risk/reward associated with investment rate volatility and other pension system elements between employers and employees.
 - Recognize changing demographics (locally and nationally), and develop programs to encourage later retirement ages, as appropriate.

- o Place additional options into pension system benefits, allowing for greater participant choice, cost control and other prudent practices.
- o Be supported by verifiable actuarial data and professional advice.
- o Eliminate 'spiking' abuses which cause excessive retirement compensation to a small number of public employees
- o Eliminate elements of existing plans which cause undue financial burdens to local agencies, including any components or one time employee elections which produce deviations from long term actuarial assumptions and planning.
- o Should be examined in the context of an overall compensation structure whose long term goal is the recruitment and retention of high caliber, professional public sector employees. In recognition of competitive and ever-changing market forces, any reforms to retirement benefits must be assessed in concert with overall compensation strategies required to sustain an experienced and well qualified workforce.

Findings and Conclusions

Regional and Local Level:

Acting on a regional basis for reforms could provide solutions whereby no one local agency is advantaged, or disadvantaged, by pension reform. MMA supports a reduced level of retirement benefits for all new city and county employees in our region as a goal to be achieved in the future. We recommend current employees pay for a portion of their pensions and a new pension tier for those city employees hired on or after July 1, 2010 or as soon thereafter, consistent with existing contracts, with the following features:

- 1) Employee contributions – Through negotiations over time, establish employee paying 100% of his/her share as required by CalPERS and MCERA. To the extent employees are not already paying toward pension system funding, reform would generate immediate budgetary savings to those cities to the extent current employees pay for their own share of retirement. Savings could range from 1 – 9% of payroll annually.
- 2) Eliminate the practice of reporting of employee pension pickups (EPMC) as compensable earnings.
- 3) To the extent a limit is not in place for current local agency members, negotiate retirement plan annual COLA's to a maximum of 2%.

4) Negotiate reduced retirement benefits (new tier) for new hires:

New tier options such as those listed below would be in keeping with our overall guiding principles, but do not represent the only alternatives to bringing about meaningful pension reform. We are suggesting these specific new hire plan tiers to reflect the extent of change needed to take place in order to meet our pension reform guiding principles.

- Safety employees – 2% at 50 for both MCERA and CalPERS agencies
- Miscellaneous employees – 2% at 60 for CalPERS, 2% at 61.25 for MCERA ; and
- Utilizing average of highest three years formula.

The reduced tier proposal will deliver savings over a much longer time period as it only affects new hires. When the majority of employees are under the second tier, cities can expect to save approximately 2% of payroll per year. Within 30 years, annual savings of 5% of payroll can be expected. The second tier will also lower each city's volatility index (ratio of assets held for pension payments to payroll), which will help stabilize future rate increases.

Each City, MMWD and the County have an obligation and duty to meet and confer in good faith to reach agreement with respective bargaining units. These new tiers could be added to all levels of each municipality, ranging from management to those employees covered under collective bargaining agreements. These actions are implementable by each local agency, and handled via local legislative body action.

Legislative Level:

In an ideal world, substantive and meaningful reform to public pensions would be dealt with at a statewide level with consistent pension standards for all government employees. History has demonstrated that waiting for a California solution is difficult, largely due to the budget fiasco, political standoffs occurring all too frequently in Sacramento, and the sometimes competing interests of such a diverse state. The initiative process has created outcomes which have often gone astray, and could offer solutions for pension reform that may do more harm than good.

Nevertheless, MMA recommends the following actions be taken at the State level as part of pension reform proposals. The statewide changes noted below should be directed toward both CalPERS laws and regulations as well as those pension systems governed by the 1937 Retirement Act (MCERA like plans). MMA recommends:

1. Allow for prospective benefit changes to be developed and implemented under regulations and laws pertaining to the CalPERS and the County Employees Retirement Law of 1937, as amended. New, lower benefit tiers should be created to better reflect changing life expectancy trends and an aging population; as well as take into account segments of our workforce who are living longer and may wish to have longer public service careers.
2. Legislative action to develop new pension tiers should better reflect employer and employee choice, and could include a hybrid of defined benefit and defined contribution plans established for new hire employees, as well as offered on a once in a life time basis to existing public sector staff;
3. Develop, as an option for local governments, programs and incentives for agencies to put defined contribution plans in place for classes of employees or workgroups;
4. Work to eliminate several existing defined benefit tiers as options for all local government agencies. This would include elimination (for future hires) of the 3%@50 safety plans and the 3%@60 and 2.7%@55 miscellaneous plans;
5. Establish a 80% benefit cap for miscellaneous employees and 90% benefit cap for safety employees; examine existing salary cap limitations and set new ceilings for maximum annual retirement pay.
6. Employer Paid Member Contribution (EPMC – IRS Code Section 414(h)) should be prohibited as compensable earning for retirement calculation purposes;
7. Provide employer flexibility to determine when part-time employees are entitled to pension benefits;
8. Obtain flexibility from CalPERS and 1937 Act Pension Systems to allow employees to move into a lower level tier in the case of two-tier plans if advantages exist for an employee to do so;
9. Establish additional reserve funding in CalPERS and 1937 Act systems to reduce employer rate volatility;
10. Retain full disability benefits for those who are injured and cannot work in any capacity, but restrict disability benefits for those who are able to work (in same or similar job) after work-related injury;
11. Reform disability presumptions, and tighten up the definition of safety employees, both of which currently drive up employer costs; and
12. Change CalPERS Board membership to achieve better employee/employer balance and greater public agency representation.

MMA City and Town Managers have been working closely with our counterparts in Sonoma, Mendocino and Napa Counties. When including Marin, these areas represent the North Bay Division of the League of California Cities. We further recommend the North Bay Division of the League advocate these changes to the greater League Board and to our State representatives.

The proposed reforms would provide adequate and sustainable pensions for long-term employees in the County of Marin, MMWD and its eleven incorporated cities and towns.

Next Steps

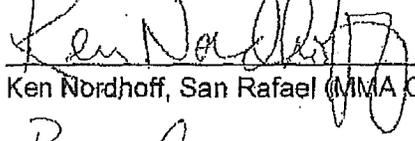
MMA has been working through the League's City Manager's Department in sharing and communicating these pension reform proposals to other regional manager groups in the hopes of obtaining wider support for pension reform. The City Manager's Department of the League of California Cities has asked the regional approaches to pension reform be a topic of a panel discussion at the annual meeting in February, 2010. We would encourage the League to begin including similar sessions at other annual conferences (e.g. Finance, Human Resources groups).

The subject of public employee pensions is complex. One key next step is to offer education opportunities for MMA agency employees to learn of how these systems work, why they need change, and to explain the results of this MMA pension reform report. We look forward to union representatives and other stakeholders working with their local governments to achieve pension reform.

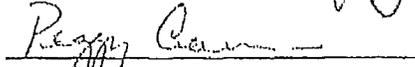
City Managers, the County Administrator and the MMWD General Manager will discuss this report, including our findings and conclusions, with their city councils or governing boards and seek direction to begin negotiating pension reform as labor agreements expire. In this way, sustainable and defensible public employee pension plans will become the norm over time among Marin County local city, county and other government agencies.

MMA includes the cities of San Rafael, Novato, Belvedere, Larkspur, Mill Valley, and Sausalito; the towns of San Anselmo, Fairfax, Ross, Tiburon and Corte Madera, Marin Municipal Water District and the County of Marin.

Respectfully Submitted,



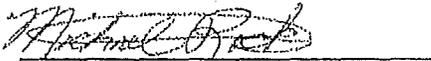
Ken Nordhoff, San Rafael (MMA Chair)



Peggy Curran, Tiburon



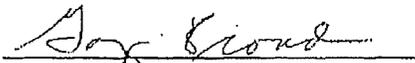
Jean Bonander, Larkspur



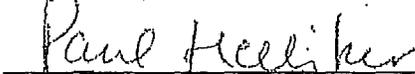
Michael Rock, Fairfax



Adam Politzer, Sausalito



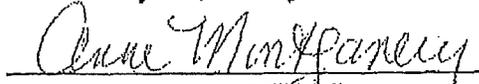
Gary Broad, Ross



Paul Helliker, Marin Municipal Water District



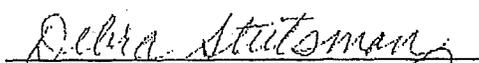
Matthew Hymel, County Administrator



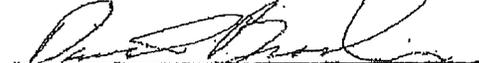
Anne Montgomery, Mill Valley



Michael Frank, Novato



Debra Stutsman, San Anselmo



Dave Bracken, Corte Madera



George Rodericks, Belvedere

Retirement Plan Types - CalPERS and MCERA		
	CalPERS	MCERA
Local Miscellaneous Benefits		
2% at 55	X	X
2% at 55.5		X
2% at 58.5		X
2% at 60	X	
2% at 61.25		X
2.5% at 55	X	
2.7% at 55	X	X
3% at 60	X	
Local Safety Benefits		
2% at 50	X	X
2% at 55	X	
2.5% at 55	X	
3% at 55	X	X
3% at 50	X	X

* - CalPERS Facts at a Glance – Retirement and Membership, published September 2009

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NOVATO SANITARY DISTRICT

POLICY HANDBOOK

POLICY TITLE: Members of the Board of Directors

POLICY NUMBER: 4050

4050.1 Directors shall thoroughly prepare themselves to discuss agenda items at meetings of the Board of Directors. Information may be requested from staff or exchanged between Directors before meetings.

4050.1.1 Information exchanged before meetings shall be distributed through the Manager-Engineer, and all Directors will receive all information being distributed.

4050.1.2 Copies of information exchanged before meetings shall be available at the meeting for members of the public in attendance, and shall also be provided to anyone not present upon their request.

4050.1.3 Copies of information that is a public record and that relates to an agenda item for open session, that is provided to the Directors less than 72 hours prior to the meeting, shall be made available to the public at the same time that the writing is provided to the Directors in compliance with Gov. Code 54957.5.

4050.2 Directors shall at all times conduct themselves with courtesy to each other, to staff, and to members of the audience present at Board meetings.

4050.3 Directors shall defer to the President for conduct of meetings of the Board, but shall be free to question and discuss items on the agenda. All comments should be brief and confined to the matter being discussed by the Board.

4050.4 Directors may request for inclusion into minutes brief comments pertinent to an agenda item only at the meeting that item is discussed (including, if desired, a position on abstention or dissenting vote).

4050.5 Directors shall abstain from participating in consideration on any item involving a personal or financial conflict of interest. Unless such a conflict of interest exists, however, Directors should not abstain from the Board's decision-making responsibilities.

4050.6 Requests by individual Directors for substantive information and/or research from District staff will be channeled through the Manager-Engineer.

4050.7 Any request by an individual director that will take more than one hour of staff time shall be reported to the Board.

NOVATO SANITARY DISTRICT BOARD AGENDA ITEM SUMMARY

TITLE: PERS Employer Contribution Rates for Fiscal Year 2011-12.	MEETING DATE: December 13, 2010 AGENDA ITEM NO.:												
RECOMMENDED ACTION: Information only													
SUMMARY AND DISCUSSION: <p>The District recently received its annual CalPERS actuarial valuation report for fiscal year 2011-12. Effective July 1, 2011, the District's employer contribution rate for 2011-12 will increase from 12.937% to 14.028%. The total CalPERS retirement contribution will be 21.028% of salary including the District-paid employee share.</p> <p>Employer rates for the past several years are:</p> <table style="margin-left: 20px; border: none;"> <tr> <td style="padding-right: 20px;">2011-12</td> <td>14.028%</td> </tr> <tr> <td>2010-11</td> <td>12.937%</td> </tr> <tr> <td>2009-10</td> <td>13.033%</td> </tr> <tr> <td>2008-09</td> <td>12.431%</td> </tr> <tr> <td>2007-08</td> <td>12.794%</td> </tr> <tr> <td>2006-07</td> <td>13.207%</td> </tr> </table>		2011-12	14.028%	2010-11	12.937%	2009-10	13.033%	2008-09	12.431%	2007-08	12.794%	2006-07	13.207%
2011-12	14.028%												
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2009-10	13.033%												
2008-09	12.431%												
2007-08	12.794%												
2006-07	13.207%												
BUDGET INFORMATION: CalPERS had projected employer contribution rates of 14.1% for 2011-12; therefore, the increase was included in the District budget for 2011-12.													
DEPT.MGR.:	MANAGER:												

NOVATO SANITARY DISTRICT BOARD AGENDA ITEM SUMMARY

TITLE: Staff Report: Local Government 2009 Compensation Report	MEETING DATE: December 13, 2010 AGENDA ITEM NO.:
RECOMMENDED ACTION: Information only	
SUMMARY AND DISCUSSION: The California State Controller's Office has required all local government entities to provide a report detailing the 2009 salaries, retirement, and health benefits. A copy of the report for the District is attached.	
BUDGET INFORMATION: NA	
DEPT.MGR.:	MANAGER:

State Controller's Office - Division of Accounting and Reporting

Local Government Compensation Report for Calendar Year 2009

Entity Name: **Novato Sanitary District (Marin)** Filename: **SCO12302104400.xlsx**

Human Resources Web Page: novatosan.com

Employees Hold more than One Position?

Line #	Department	Classification	Multiple Positions	Footnote	Annual Salary Minimum	Annual Salary Maximum	Total 2009 Wages Subject to Medicare (Box 5 of W-2)	Applicable Defined Benefit Pension Formula	Employees		2009 Employer Contribution		Health, Dental, Vision
									Share of Pension Benefits	Deferred Compensation	Share of Pension Benefits	Deferred Compensation	
1.	Collection	Collection Sys Wrkr I			46,068	55,992	54,195	2%@55	3,437	0	15,047	0	15,047
2.	Laboratory	Env Compliance Ana I			57,360	60,228	49,693	2%@55	3,710	0	7,006	0	7,006
3.	Laboratory	Env Compliance Ana I			57,360	60,228	65,250	2%@55	4,887	0	14,286	0	14,286
4.	Administration	Temporary Electrician			83,198	83,198	48,200	2%@55	3,610	0	0	0	0
5.	Collection	Collection Intern			31,199	31,199	12,191	0	0	0	0	0	0
6.	Administration	Construction Inspector			61,728	75,036	72,579	2%@55	5,430	0	18,124	0	18,124
7.	Treatment	Operations Leadworker			69,720	84,744	95,206	2%@55	6,132	0	14,464	0	14,464
8.	Collection	Collection Intern			37,439	37,439	20,061	0	0	0	0	0	0
9.	Treatment	WWTP Operator I			57,360	69,720	61,079	2%@55	3,363	0	10,714	0	10,714
10.	Collection	Collection Sys Wrkr II			50,784	61,728	57,667	2%@55	3,466	0	18,124	0	18,124
11.	Treatment	Maintenance Wrkr I			39,384	47,868	16,352	2%@55	1,225	0	9,062	0	9,062
12.	Treatment	WWTP Operator II			61,728	75,036	78,813	2%@55	4,383	0	7,006	0	7,006
13.	Collection	Collection Sys Wrkr II			50,784	61,728	68,215	2%@55	4,467	0	18,124	0	18,124
14.	Treatment	Maintenance Wrkr I			39,384	47,868	17,325	2%@55	1,296	0	3,503	0	3,503
15.	Administration	Elect Instr Tech			68,052	82,728	76,750	2%@55	5,749	0	18,124	0	18,124
16.	Treatment	Mech Tech II			58,788	71,460	52,116	2%@55	3,869	0	14,286	0	14,286
17.	Treatment	WWTP Operator II			61,728	75,036	53,230	2%@55	3,382	0	7,006	0	7,006
18.	Collection	Collection Sys Wrkr II			50,784	61,728	27,120	2%@55	1,931	0	13,106	0	13,106
19.	Treatment	Mech Tech II			58,788	71,460	59,263	2%@55	4,180	0	18,124	0	18,124
20.	Treatment	Mech Tech Lead			66,396	80,712	63,046	2%@55	4,424	0	18,124	0	18,124
21.	Administration	Info System Spec II			58,788	71,460	64,037	2%@55	4,749	0	7,006	0	7,006
22.	Collection	Collection Sys Wrkr II			50,784	61,728	57,372	2%@55	3,782	0	7,006	0	7,006
23.	Administration	Staff Engineer			69,720	84,744	82,012	2%@55	6,132	0	18,124	0	18,124
24.	Collection	Collection Sys Leadwrkr			57,360	69,720	73,317	2%@55	4,664	0	18,124	0	18,124
25.	Treatment	WWTP Operator II			61,728	75,036	73,605	2%@55	4,406	0	14,286	0	14,286
26.	Administration	Engineering Intern			24,960	24,960	6,698	0	0	0	0	0	0
27.	Collection	Collection Sys Wrkr II			50,784	61,728	63,870	2%@55	4,003	0	8,023	0	8,023
28.	Administration	Administrative Secretary			54,636	66,408	62,932	2%@55	4,391	1,466	17,945	1,466	17,945
29.	Administration	Admin Serv Manager			95,772	116,412	116,165	2%@55	8,693	2,906	7,006	2,906	7,006
30.	Laboratory	Lab Supervisor			86,868	105,588	105,276	2%@55	7,885	2,636	17,945	2,636	17,945
31.	Administration	Finance Officer			75,036	91,212	69,787	2%@55	5,223	1,708	13,593	1,708	13,593
32.	Administration	Senior Engineer			91,212	110,868	102,350	2%@55	7,666	2,559	18,124	2,559	18,124
33.	Administration	Manager Engineer			168,132	168,132	172,454	2%@55	12,593	22,000	14,286	22,000	14,286

