

NOVATO SANITARY DISTRICT

Meeting Date: April 4, 2016

The Board of Directors of Novato Sanitary District will hold a meeting at 6:00 p.m., Monday, April 4, 2016, 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. REVIEW OF MINUTES:

- a. Consider approval of minutes of the March 14, 2016 regular meeting.

5. CONSENT CALENDAR:

The General Manager-Chief Engineer has reviewed the following items. To his 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. Approve regular disbursements, March 14 - April 4, 2016.
- b. Ratify March 2016 payroll and payroll related disbursements.
- c. Receive Deposit Summary, March 2016.
- d. Receive Accounts Receivable Report as of March 31, 2016.
- e. Receive report on Government Compensation in California (GCC) statement as filed with the State Controller's Office (SCO).
- f. Approve a contract with Rauch Communications in the amount of \$74,200 for communication and outreach services, and authorize the General Manager-Chief Engineer to execute the contract.
- g. Receive most recent Pooled Liability Program (PLP) dividend report.
- h. Adopt updated District Policy No. 4100 - Compensation and Reimbursement.
- i. Approve an application from Pacific Gas and Electric Company (PG&E) and authorize the General Manager-Chief Engineer to issue a one-time, temporary, Class I non-domestic discharge permit for discharge of groundwater and hydrotest water.

6. SEWER SERVICE CHARGE STUDY AND ORDINANCE:

- a. Receive proposed schedule for adoption of sewer service charges for fiscal years FY2016-17 through FY2020-21, and collection of charges on County tax rolls.

- b. Receive proposed schedule for approval of FY2016-18 preliminary and final budget, and appropriations limit.

7. WASTEWATER OPERATIONS REPORTS:

- a. Receive and accept Wastewater Treatment Facilities 2015 Annual Operations and Maintenance Report, subject to minor edits.
- b. Receive closeout report on emergency project at the Ignacio Transfer Pump Station site, approve the final Work Report in the amount of \$76,172.60 to replace the 57 lineal feet (LF) of the 18-inch trunk sewer, and authorize the General Manager-Chief Engineer to execute it.

8. CAPITAL PROJECTS:

- a. *Recycled Water Facility (RWF) Expansion, Account No. 73005:* Approve a contract with RMC Water Environment in the not-to-exceed amount of \$199,497 for design services related to expansion of the District's Recycled Water Facility, and authorize the General Manager-Chief Engineer to execute it.

9. BOARD OF DIRECTORS:

- a. Receive the 2015-16 Marin County Civil Grand Jury Report titled "2015-16 Web Transparency Report Card, Bringing Marin County's Local Governments to Light", and commend staff and the District's communications consultant Rauch Communications for their work on the District website.

10. BOARD MEMBER REPORTS AND REQUESTS:

- a. California Water Reuse Association conference, Santa Rosa.

11. INFORMATIONAL ITEMS:

These items are for information only - no action will be taken on these items.

- a. Marin Independent Journal article of Monday, March 28, 2016, titled "Marin Watchdog Flunks 64 Public Agencies on Website Transparency".
- b. Marin Independent Journal article of Monday, March 21, 2016, titled "Marin recyclers feel pinch of depressed oil prices, declining demand; depressed oil prices, tumbling demand raise concerns for firms, environment".

12. GENERAL MANAGER'S REPORT AND ANNOUNCEMENTS:

13. ADJOURNMENT:

Next regular meeting date: Monday, April 25, 2016, 6:00 PM, at the Novato Sanitary District office, 500 Davidson Street, Novato, CA.

Next resolution no. 3098.

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.

NOVATO SANITARY DISTRICT

Board Meeting Minutes

Meeting Date: March 14, 2016

A regular meeting of the Board of Directors of the Novato Sanitary District was held at 5:00 p.m., Monday, March 14, 2016, at the District offices, 500 Davidson Street, Novato.

BOARD MEMBERS PRESENT: President Jean Mariani, Directors William C. Long, Brant Miller and Jerry Peters. Director Carole Dillon-Knutson arrived at 5:04 p.m.

STAFF PRESENT: General Manager-Secretary Sandeep Karkal, District Counsel Kent Alm, and Administrative Secretary Julie Swoboda.

ALSO PRESENT:

Laura Creamer, Finance Officer, Novato Sanitary District
June Brown, Administrative Services Specialist, Novato Sanitary District
Steve Krauthem, Field Services Manager, Novato Sanitary District
Erik Brown, Technical Services Manager, Novato Sanitary District
John Bailey, Project Manager, Veolia Water
Dee Johnson, Household Hazardous Waste Program Coordinator
Steve McCaffrey, Novato Disposal Services
Steve Clary, Sr. Civil/Environmental Engineer, RMC Water and Environment
Gisa Ju, Sr. Civil/Environmental Engineer, RMC Water and Environment
Tom Gaffney, P.E., Bartle Wells Associates

PLEDGE OF ALLEGIANCE:

AGENDA APPROVAL: President Mariani noted that the agenda had been revised because of typographical errors and the agenda was approved as presented.

PUBLIC COMMENT:

Steve McCaffrey, Novato Disposal Services (NDS), addressed the Board and informed them of his imminent resignation from NDS. He stated that he had been an employee of Novato Disposal Services for nine years and during that time, had enjoyed the strong partnership between the District and Novato Disposal. He thanked the Board of Directors, Staff, and District Counsel for their support and assistance during that time.

The Board of Directors, District Counsel, and the General Manager expressed their appreciation for Mr. McCaffrey's hard work over the years and stated he would be missed. Mr. McCaffrey left the meeting after his announcement.

REVIEW OF MINUTES:

- Consider approval of minutes of the February 8, 2016 regular meeting.

- Consider approval of minutes of the February 29, 2016 regular meeting.

On motion of Director Peters, seconded by Director Long, and carried unanimously, the February 8th and February 29th, 2016 Board meeting minutes were approved.

CONSENT CALENDAR:

President Mariani called for a motion on the Consent Calendar items as follows:

- a. Approval of Board member disbursements in the amount of \$1,380.63, operating check disbursements in the amount of \$325,431.76, and capital project disbursements in the amount of \$257,859.07. Ratify February 22nd disbursements as follows: operating check disbursements in the amount of \$364,817.61, and capital project disbursements in the amount of \$13,423.45.
- b. Ratify February 2016 payroll and payroll-related disbursements in the amount of \$225,534.30.
- c. Receive Deposit Summary, February 2016.
- d. Receive California Special District Association call for nominations – Board of Directors Bay Area Network, Seat A – “at large” seat, and provide direction.
- e. Approve a special Board meeting at 6:00 p.m. on Monday, April 4, 2016, and cancel the regular Board meetings of March 28, and April 11, 2016.
- f. Approve promotion of Aaron Hendricks from Collection System Worker I to Collection System Worker II.
- g. Approve appointment of Dasse de longh from Interim Collection System Superintendent to Collection System Superintendent.
- h. Approve application from Pacific Gas & Electric Co. (PG&E), and authorize the General Manager-Chief Engineer to issue a one-time, temporary, Class I non-domestic discharge permit for discharge of excavation groundwater and natural gas pipeline strength test water.

On motion of Director Peters, seconded by Director Dillon-Knutson, and carried unanimously, the above listed Consent Calendar items were approved.

CONNECTION FEE STUDY AND ORDINANCE:

- Receive Wastewater Capacity Fee Study from Bartle Wells Associates, and approve setting the FY 16/17 connection fee at \$10,860. The General Manager stated that at its June 14, 2004 meeting, the Board adopted District Ordinance No. 101, amending Section 708(b) of Ordinance No. 70, and set the sewer connection charge per Equivalent Dwelling Unit (EDU) at \$6,030.00. He noted that Ordinance 70 currently includes a provision for an increase of five percent (5%) per year, and that with this automatic annual increase, the connection charge had risen to \$9,870 in FY14/15. He noted that the Board had opted to leave the charge unchanged at \$9,870 for FY15/16 pending completion of a connection fee study. He also noted that if the Board had not

done so, the FY15/16 charge would have been \$10,370 and the FY16/17 charge would be \$10,890. He stated that Bartle Wells Associates (BWA) recently completed the Wastewater Capacity Fee Study with recommendations and justification for amending the current connection charge to \$10,860.00 in FY16/17, and that Mr. Tom Gaffney from BWA was present for discussion and questions.

Mr. Gaffney and the General Manager then gave a brief PowerPoint presentation that summarized Mr. Gaffney's Capacity Fee Study. Discussion followed between the Board, Mr. Gaffney, and the General Manager. The General Manager recommended that the Board set the fiscal year 2016/17 connection charge at \$10,860.00, with subsequent annual increases of three percent (3%) per year rounded up to the nearest ten dollars (\$10).

- Set a Public Hearing date for May 9, 2016 to adopt District Ordinance No. 119 to modify the connection fee, effective July 1, 2016, and annually adjust the connection fee by three percent (3%) each year beginning with Fiscal Year (FY) 17/18.

On motion of Director Miller, seconded by Director Peters and carried unanimously, the Board approved setting the FY16/17 connection fee at \$10,860; and set a Public Hearing date for May 9, 2016 to adopt District Ordinance No. 119 to modify the connection fee, effective July 1, 2016, and annually adjust the connection fee by three percent (3%) each year beginning with Fiscal Year (FY) 17/18.

At 5:40 p.m., Tom Gaffney, Laura Creamer, and June Brown left the meeting.

SOLID WASTE COMMITTEE:

- Receive Solid Waste Committee report, meeting of March 10, 2016. Dee Johnson, Household Hazardous Waste Program Coordinator, presented the Solid Waste Committee report. She stated that the 2015 diversion numbers increased slightly from 2014 but that recycling markets are less favorable because the prices for plastics, glass and paper are decreasing. She stated that Redwood Landfill is not accepting commercial food waste at this time, so Novato Disposal will use Richmond for their commercial food waste but will continue to use Redwood Landfill for residential food waste. Discussion followed regarding alternative options for commercial food waste disposal.

The Household Hazardous Waste Program Coordinator discussed the Zero Waste Programs and outreach efforts conducted by Novato Disposal Service (NDS) and the District. She stated that NDS and the District will work with Novato schools to provide additional recycling and food waste collection services and education, concentrating on school kitchens for food waste recycling.

She stated that the 2015 attendance at the Household Hazardous Waste facility increased by 20% from the previous year. She stated that the spring E-Waste Event is scheduled for April 23 – 25, from 10 a.m. to 3:00 p.m.

At 5:57 p.m., President Mariani called for a ten-minute break. Dee Johnson left the meeting.

At 6:04 p.m., the meeting was reconvened.

WASTEWATER OPERATIONS REPORT:

- Receive Wastewater Operations Report, February 2016. Project Manager John Bailey, Veolia Water, provided an overview of the treatment facilities monthly operations for February, 2016. He stated that there were no excursions or violations for the month and that no recycled water was produced because the Recycled Water Plant was shut down for the season. He stated that safety performance was excellent with a total of 2,106 accident-free days through February. He discussed routine maintenance activities at the facility and listed the reports that were completed and submitted this month.

Technical Services Manager Erik Brown provided a summary of odor control and landscaping for February. He stated that Veolia staff is monitoring the performance of the recently installed Micro-Cool fogging system along the north fence line in the northeast corner of the plant site. He stated that the system is performing well but required some maintenance in February by Veolia staff to fix leaky misters. District and Veolia staff met with neighborhood residents to discuss additional oleander plantings along the northeast fence line in January and planting commenced in February.

Field Services Manager Steve Krautheim provided a summary of the Collection System Operations report for February. He stated that the department cleaned 48,925 lineal feet of sewer lines and televised 540 feet with the CCTV truck. He stated that staff conducted 222 lift station inspections and inspected five (5) air relief valves. He noted that there were no lost time accidents in February, for a total of 1,814 accident-free days. Mr. Krautheim stated that there was one Category III sanitary sewer overflow in February, with a spill volume of 330 gallons and one Category II SSO with a spill volume of 290,000 gallons. He stated that details of the Category II SSO would be provided after the Wastewater Operations Report.

Mr. Krautheim then provided a summary of the Reclamation Facilities report. He stated that no sludge handling or irrigation activities were performed in February and that the rancher began weed abatement around sprinkler heads in all parcels on Site 7.

- Receive report of independent investigation of sewer overflow incident of February 24, 2016 on the Hamilton Trunk Sewer Replacement Project. The General Manager stated that on Wednesday, February 24th, the Field Services Manager received a voicemail message from Michael Paul, owner of the Michael Paul Company, the District's contractor for the Hamilton Trunk Sewer Project. Mr. Paul reported that a section of hose secured in the manhole where the bypass was being discharged, disconnected sometime after they left the jobsite the previous day, and discharged onto the ground.

The General Manager stated that Mr. Steve Clary of RMC Water and Environment (RMC), would provide a report of their independent investigation of the spill event.

Mr. Clary gave a PowerPoint presentation that detailed the sewer overflow incident of February 24, 2016 and provided background information for the Hamilton Trunk Sewer Replacement Project. His presentation included details, pictures, and visual maps of the sanitary sewer overflow location on the Leveroni parcel. He stated that based on flow chart data, it was determined that the spill started at approximately 7:12 p.m. and that based on flow patterns from 7:00 p.m. to 8:00 a.m., 300,000 gallons were missing from the normal pump station flows. He stated that based on a reasonable estimate, ½ of the spill, or approximately 150,000 gallons, was recovered and pumped back into the collection system. Mr. Clary stated that after field inspections and a review of the topography, the spill did not reach surface water or storm drains but was contained in a large area of pasture (150 acres) with high berms. The General Manager stated that to prevent similar events in the future, the District will develop aggressive standards for Contractors to ensure that connection hoses are secure when used for bypass pumping. Mr. Clary noted that RMC would be providing a technical memorandum of their investigation shortly.

The Board thanked Mr. Clary for the detailed presentation and stated it was informative and well presented. The Board complimented the Field Services Manager and staff for their professionalism and hard work during the event and cleanup efforts.

COLLECTION SYSTEM MASTER PLAN:

- Receive presentation on Collection System Master Plan Scoping Study. The General Manager introduced Gisa Ju, Environmental Engineer, RMC Water and Environment (RMC), and stated that she would provide a presentation on the Collection System Master Plan Scoping Study that RMC had recently carried out for the District.

Ms. Ju gave a PowerPoint presentation and stated that for the Scoping Study, she reviewed District data and programs used for collection system master planning and conducted interviews with District staff. She discussed the elements of a living master plan and stated that the District's 2008 Master Plan provided a good starting point. She noted that the closed circuit TV (CCTV) inspection of the District's system had been completed, as well as targeted flow monitoring and smoke testing. She discussed the findings from her study and provided recommended activities and next steps for preparation of a Master Plan document, including long duration items such as flow monitoring and system modeling activities.

At the close of the presentation, the General Manager stated that on the basis of the scoping study, the District would be asking RMC to prepare a scope of work to prepare a Collection System Master Plan. Ms. Ju and the General Manager noted that the Collection System Master Plan would be an on-going effort over the next one-half to two years, and that periodic reports would be made to the Board as needed.

At 7:21 p.m., President Mariani called for a ten-minute break. Steve Clary and Gisa Ju left the meeting.

At 7:29 p.m., the meeting was reconvened.

ADMINISTRATION:

- Approve updated District Policy No. 4100 – Compensation and Reimbursement. The General Manager stated that in July 2006, the District adopted a revised Compensation and Reimbursement Policy, in compliance with new requirements of AB 1234 (Ethics Training). He stated that at this time, the policy has been amended to further clarify Director compensation for qualified meetings and to update allowable reimbursements to Directors and employees for expenditures related to District business.

Director Peters moved to approve District Policy No. 4100 and Director Dillon-Knutson seconded the motion. Discussion followed between the Board, District Counsel, and the General Manager, and Board member suggestions for further modifying the policy were also presented and discussed. District Counsel suggested that if changes are made, the policy be returned as a Consent Calendar item at a future meeting. President Mariani suggested that the General Manager place the policy on the Consent Calendar for the April 4th Board meeting and requested that Board members provide the General Manager with specific comments before that time. On that basis, Director Peters withdrew his motion.

BOARD MEMBER REPORTS AND REQUESTS:

- California Association of Sanitation Agencies (CASA) Washington D.C. Conference: Director Long reported on his attendance at the recent CASA Conference and discussed highlights from the sessions.

- North Bay Watershed Association (NBWA): Director Miller reported on his attendance at the March 2nd NBWA meeting. He discussed a PowerPoint presentation by Ms. Adrian Covert, Policy Director with the Bay Area Council (BAC), depicting the economic and environmental impacts of a 150-year storm on the Bay Area. Mr. Miller then discussed a PowerPoint presentation by Ms. Judy Kelly, NBWA Executive Director, which addressed: (a) The State's recently adopted stormwater and trash reduction regulations, and (b) A proposed project for NBWA funding to support North Bay agencies working with the Bay Area Stormwater Management Agencies Association (BASMAA).

INFORMATIONAL ITEMS: The Board reviewed and commented briefly on the Marin Independent Journal editorial of Monday, February 29, 2016, titled "In-house staffing and competitive bidding rules".

GENERAL MANAGER'S REPORT AND ANNOUNCEMENTS:

- The General Manager discussed his attendance at the California Association of Sanitation Agencies (CASA) Washington D.C. Conference. He noted that various bills were discussed at the conference and during the Congressional tours: possible NPDES permit term extension, the Clean Water Act reform, and the drought relief bill, also known as the Feinstein Bill.
- The 2016 WaterReuse California Annual Conference was being held from March 13-15, 2016 at the Hyatt Vineyard Creek Hotel in Santa Rosa. The General Manager stated that he moderated a session on March 13th: "A2 - Academic Approach".
- CASA/WaterReuse California, Sacramento Policy Forum is April 6th.
- The North Bay Watershed Association Annual Conference will be held in Napa on April 22nd. Details are available at nbwatershed.org.
- All Board Members are required to file a Form 700 by April 1, 2016. Directors Long and Peters will also need to file as delegate and alternate for North Bay Water Reuse Authority (NBWRA), and Director Miller will need to file as alternate for CSRMA.
- The next regular Board meeting will be held on Monday, April 4th at 6:00 p.m.

ADJOURNMENT: There being no further business to come before the Board, President Mariani adjourned the meeting at 8:00 p.m.

Respectfully submitted,

Sandeep Karkal
Secretary

Julie Swoboda, Recording

Novato Sanitary District Board Check Register

For March 2016

Item: 5.a.
Pages 10 to 12

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Credit</u>
Apr 1, 16			
04/01/2016	4419	Long, William C	575.47
04/01/2016	3208	Dillon-Knutson-, Carole	415.58
04/01/2016	4422	Peters, Arthur Gerald	203.79
04/01/2016	4420	Mariani, Jean M	
04/01/2016	4421	Miller, Brant	
Apr 1, 16			<u>1,194.84</u>

Novato Sanitary District Operating Check Register

March 28, 2016

Date	Num	Name	Credit
Mar 28, 16			
03/28/2016	59209	Stericycle-(Previously PSC)	11,972.20
03/28/2016	59173	American Express-21007	6,244.06
03/28/2016	59206	RMC Water & Environment, Inc.	4,989.50
03/28/2016	59211	Unicorn Group	3,884.93
03/28/2016	59177	Bartle Wells Assoc, Inc	3,060.00
03/28/2016	59187	DKF Solutions Group, LLC	2,500.00
03/28/2016	59192	Grainger	2,124.07
03/28/2016	59198	Monterey Mechanical, Inc.	1,800.00
03/28/2016	59183	Central Marin Sanitation District	1,558.90
03/28/2016	59207	Roy's Sewer Service, Inc.	1,400.00
03/28/2016	59181	CDW Government, Inc.	1,391.60
03/28/2016	59200	North Marin Water District Payroll	1,190.00
03/28/2016	59184	Cintas Corporation	995.72
03/28/2016	59205	Rauch Communication Consultan...	962.86
03/28/2016	59191	Gangl, Alex	882.00
03/28/2016	59186	Denis, Mark	848.00
03/28/2016	59190	Fisher-Scientific	698.46
03/28/2016	59182	CED Santa Rosa, Inc	568.54
03/28/2016	59174	Arntz Builders, Inc.	561.00
03/28/2016	59213	Verizon Wireless-	492.43
03/28/2016	59180	Cagwin & Dorward Inc.	435.00
03/28/2016	59210	T & B Sports, Inc	332.33
03/28/2016	59185	CWEAmembers	328.00
03/28/2016	59179	BoundTree Medical, LLC	313.49
03/28/2016	59208	State Water Resources Control Bd	300.00
03/28/2016	59201	Novato Toyota	280.70
03/28/2016	59196	Lightning Services, Inc.	220.00
03/28/2016	59197	Milanis Autocraft	207.04
03/28/2016	59178	Bill's of Tiburon	179.06
03/28/2016	59202	O'Reilly Auto Parts	171.56
03/28/2016	59194	Kentfield Occupational Med Center	128.70
03/28/2016	59199	North Marin Water District	126.00
03/28/2016	59172	Alpha Analytical Lab, Inc.	117.00
03/28/2016	59188	Environmental Products and Acc...	110.64
03/28/2016	59193	Honey Bucket	88.21
03/28/2016	59176	Barnett Medical LLC	80.00
03/28/2016	59195	Leonardi Automotive & Electric, Inc.	53.83
03/28/2016	59189	First Alarm	39.91
03/28/2016	59204	Peters, Jerry Brd Member	29.00
03/28/2016	59175	B.W.S. Distributors, Inc.	21.80
03/28/2016	59203	Pacific, Gas & Electric	14.78
03/28/2016	59212	United Parcel Service	4.76
Mar 28, 16			51,706.08

Novato Sanitary District Capital Projects Check Register

March 28, 2016

Date	Num	Name	Credit
Mar 28, 16			
03/28/2016	3017	RMC Water & Environment, Inc.	23,666.43
03/28/2016	3016	Rauch Communication Consul...	2,291.25
03/28/2016	3015	Lateral-Kenworthy	1,500.00
03/28/2016	3018	Water Components & Building...	191.19
Mar 28, 16			<u>27,648.87</u>

Novato Sanitary District
Payroll and Payroll Related Check Register
March - 2016

Item: 5.b.

<u>Date</u>	<u>Description</u>	<u>Amount</u>
03/31/2016	March - Payroll	100,561.82
03/24/2016	March - Retirees Health Benefits	12,851.48
03/24/2016	CALPERS Retirement	8,018.59
03/31/2016	United States Treasury	20,602.98
03/24/2016	CalPers Supplemental Income Plan	2,500.00
03/31/2016	EDD	6,114.71
03/24/2016	Lincoln Financial Group	9,064.60
03/24/2016	Lincoln Financial Group-401a Plan	3,460.80
03/24/2016	Lincoln Financial Group-401a Plan	3,510.95
03/24/2016	CALPERS Retirement	13,156.68
03/24/2016	CALPERS Retirement Funding	12,232.00
03/24/2016	Delta Dental	2,524.25
03/24/2016	CalPERS Health	29,160.60
03/24/2016	Local Union 315	400.00
03/24/2016	Operating Engineers Trust	487.80
		<u>224,647.26</u>

Novato Sanitary District
Deposit Detail
March 2016

Item: 5.c.
Pages 14 & 15

Type	Date	Name	Account	Amount
Deposit	03/01/2016		11113 · Westamerica - Operations	
		Postage	66090 · Office Expense	25.00
		Zaragoza Plumbing	41040 · Permit & Inspection Fee	40.00
		Rescue Rooter	41040 · Permit & Inspection Fee	40.00
		Provision Development	41040 · Permit & Inspection Fee	60.00
		PG&E	41090 · Non-domestic Permit Fees	175.00
		County of Marin	51015 · Property Taxes	3,969.00
		Long, William C	66170 · Travel, Meetings & Training	72.86
		PG&E	11200 - Accounts Receivable	57.96
		North Marin Water District	11200 - Accounts Receivable	5,226.35
		Golden Gate Bridge, Hwy & Trans	11200 - Accounts Receivable	888.72
		Novato Fire Protection	11200 - Accounts Receivable	6,107.88
TOTAL				16,662.77
Deposit	03/04/2016		11113 · Westamerica - Operations	
		Misc.	41040 · Permit & Inspection Fee	40.00
		Roto Rooter	41040 · Permit & Inspection Fee	40.00
		Devcon Const	41040 · Permit & Inspection Fee	60.00
		Devcon Const	51020 · Connection Charges	1,974.00
		Gopher It	41040 · Permit & Inspection Fee	40.00
		Indian Valley Golf Course	11200 - Accounts Receivable	5,199.84
TOTAL				7,353.84
Deposit	03/08/2016		11113 · Westamerica - Operations	
		County of Marin	51015 · Property Taxes	8.42
		DawBrothers LLC	41040 · Permit & Inspection Fee	40.00
		ETIC Engineering	11200 - Accounts Receivable	1,089.28
		AT & T	11200 - Accounts Receivable	1,134.36
		Novato Disposal	11200 - Accounts Receivable	25,481.00
		Petaluma Septic	11200 - Accounts Receivable	1,229.11
		Novato Charter School	11200 - Accounts Receivable	1,967.32
		North Marin Water District	11200 - Accounts Receivable	1,962.36
		North Bay Watershed Association	11200 - Accounts Receivable	2,500.00
TOTAL				35,411.85
Deposit	03/11/2016		11113 · Westamerica - Operations	
		USCG-Finance Center	11200 - Accounts Receivable	183.34
		USCG	11200 - Accounts Receivable	45.84
TOTAL				229.18
Deposit	03/15/2016		11113 · Westamerica - Operations	
		USCG	11200 - Accounts Receivable	14,025.00
TOTAL				14,025.00

Novato Sanitary District
Deposit Detail
March 2016

Deposit	03/15/2016		11113 · Westamerica - Operations	
		Au Energy LLC	41040 · Permit & Inspection Fee	60.00
		Everlast Construction	41040 · Permit & Inspection Fee	40.00
		County of Marin	51015 · Property Taxes	68.60
		County of Marin	51015 · Property Taxes	3,800.11
		Roy's Sewer Service, Inc.-	11200 - Accounts Receivable	409.96
		Marin County Free Library	11200 - Accounts Receivable	1,857.48
				<hr/>
TOTAL				6,236.15
Deposit	03/24/2016		11113 · Westamerica - Operations	
		Costco	66090 · Office Expense	60.77
		KMD Properties LLC	51020 · Connection Charges	10,363.50
		Ben Franklin Plumbing	41040 · Permit & Inspection Fee	40.00
		FasTrak	66170 · Travel, Meetings & Training	154.00
		Roto Rooter	41040 · Permit & Inspection Fee	40.00
		Marin Municipal Water District-	11200 - Accounts Receivable	4,783.08
		Roto Rooter	11200 - Accounts Receivable	332.99
				<hr/>
TOTAL				15,774.34
Deposit	03/28/2016		11113 · Westamerica - Operations	
		Hardiman Construction	41040 · Permit & Inspection Fee	40.00
		CSRMA-	66070 · Insurance	30,823.00
		Simontacchi, Jim	11200 - Accounts Receivable	3,634.32
				<hr/>
TOTAL				34,497.32
Deposit	03/29/2016		11113 · Westamerica - Operations	
		CSRMA-	60085 · Safety	686.00
		Rescue Rooter	41040 · Permit & Inspection Fee	60.00
		CSRMA	11200 - Accounts Receivable	1,308.50
		North Marin Water District-	11200 - Accounts Receivable	4,959.82
				<hr/>
TOTAL				7,014.32
		Total March Deposits		<u><u>137,204.77</u></u>

NOVATO SANITARY DISTRICT BOARD AGENDA ITEM SUMMARY

TITLE: Consent Calendar: Accounts Receivable Aging Summary for the Period Ended March 31, 2016.	MEETING DATE: April 4, 2016 AGENDA ITEM NO.: 5.d.
RECOMMENDED ACTION: Receive Accounts Receivable Report as of March 31, 2016.	
SUMMARY AND DISCUSSION: The attached Accounts Receivable Summary shows the following receivables as of March 31, 2016: <u>1-45 days - \$70,341:</u> Current. <u>46-90 days - \$0:</u> No receivables in this category. <u>90+ days - \$28,757:</u> Considered collectible primarily for Beverage and Used Oil Grant, which follows a flow of funds through the City of Novato and then to the District, and is a consistent slow pay.	
ATTACHMENTS: 1. Accounts Receivable (A/R) Aging Summary.	
STRATEGIC PLAN INFORMATION: This item addresses Goal 4 (Well Planned Finances with a Long Range Outlook) of the latest Strategic Plan Update.	
DEPT. MGR.: lmc, ssk	GENERAL MANAGER: SSK

**Novato Sanitary District
A/R Aging Summary
As of March 31, 2016**

Item: 5.d.
Attachment 1

	<u>Current</u>	<u>46 - 90</u>	<u>91 - 120</u>	<u>> 120</u>	<u>TOTAL</u>
Biomarin	18,658.43 (1)	0.00	0.00	0.00	18,658.43
City of Novato - Used Oil/Beverage	0.00	0.00	0.00	28,454.74 (2)	28,454.74
Dye Guy	250.00 (1)	0.00	0.00	0.00	250.00
Hayden, Ron	16,163.64 (3)	0.00	0.00	0.00	16,163.64
North Marin Water District-	1,639.10 (1)	0.00	0.00	0.00	1,639.10
Novato Community Hospital	22,654.08 (4)	0.00	0.00	0.00	22,654.08
P,G & E1	1,240.00 (1)	0.00	0.00	0.00	1,240.00
Petaluma Septic	1,102.61 (5)	0.00	0.00	0.00	1,102.61
Superior Septic Pumping Service	0.00	0.00	0.00	302.13 (5)	302.13
Veolia Water	4,984.28 (6)	0.00	0.00	0.00	4,984.28
Verizon California-	3,648.72 (4)	0.00	0.00	0.00	3,648.72
TOTAL	<u><u>70,340.86</u></u>	<u><u>0.00</u></u>	<u><u>0.00</u></u>	<u><u>28,756.87</u></u>	<u><u>99,097.73</u></u>

- (1) Lab monitoring and analyses fees, permitted non-domestic discharge.
- (2) City of Novato - 2014/15 Beverage and Oil grant.
- (3) Rancher's water usage for the first two quarters.
- (4) Non-tax roll semi-annual billings of sewer service charges.
- (5) Septic tank service truck discharge fees.
- (6) Veolia quarterly reimbursement billing.

NOVATO SANITARY DISTRICT BOARD AGENDA ITEM SUMMARY

TITLE: Consent Calendar: Submittal of Government Compensation in California (GCC) statement to the State Controller's Office (SCO).	MEETING DATE: April 4, 2016 AGENDA ITEM NO.: 5.e.
RECOMMENDED ACTION: Receive report on Government Compensation in California (GCC) statement as filed with the State Controller's Office (SCO).	
SUMMARY AND DISCUSSION: <p>Staff recently filed the District's Calendar Year CY2015 GCC report with the SCO. The GCC report contains compensation and benefit information for each employee by classification and department, including Employer contributions to the Defined Benefit Plan, and premiums paid on behalf of each employee for Health, Dental and Vision benefits.</p> <p>Last year, new legislation (Assembly Bill AB 341 - Achadjian) was passed to implement a new due date for all special districts, and beginning with the 2015 submission, each annual GCC statement is due by April 30th of the following year. Currently, the District files the GCC electronically. Staff has timely filed this report to the SCO's website, and received confirmation of acceptance. More information and previous filings can be found on the SCO's website: http://publicpay.ca.gov/.</p>	
ATTACHMENTS: 1. Confirmation of Acceptance of GCC report from SCO.	
STRATEGIC PLAN INFORMATION: This item addresses Goal 5 (Effective Governance and Administration) of the latest Strategic Plan Update.	
DEPT.MGR.: lmc, ssk	GENERAL MANAGER: SSK

Laura Creamer

From: GCCSupport@sco.ca.gov
Sent: Tuesday, March 22, 2016 10:11 AM
To: Laura Creamer
Subject: 2015 Government Compensation Report: Novato Sanitary District (Marin)

***** This is an automatically generated email, please do not reply *****

Thank you for your submission of the 2015 Government Compensation in California (GCC) report to the State Controller's Office (SCO) for **Novato Sanitary District (Marin) - 12302104400**.

Upon our review process, an analyst may contact you for clarification regarding the report.

Sincerely,

State Controller's Office
Division of Accounting and Reporting
Government Compensation Unit

CONFIDENTIALITY NOTICE: This email from the State of California is for the sole use of the intended recipient and may contain confidential and privileged information. Any unauthorized review or use, including disclosure or distribution, is prohibited. If you are not the intended recipient, please contact the sender and destroy all copies of this email.

NOVATO SANITARY DISTRICT BOARD AGENDA ITEM SUMMARY

TITLE: Consent Calendar: Public Outreach.	MEETING DATE: April 4, 2016
	AGENDA ITEM NO. 5.f.
RECOMMENDED ACTION: Approve a contract with Rauch Communications in the amount of \$74,200 for communication and public outreach services, and authorize the General Manager-Chief Engineer to execute contract.	
SUMMARY AND DISCUSSION:	
<p>Goal 3 of the Novato Sanitary District Strategic Plan states “Proactively communicate with stakeholders, (customers, Board, staff and others) in a clear, factual, timely, two-way manner to foster greater understanding and alignment between the District and its stakeholders.</p> <p>Rauch Communications Consultants has provided public outreach services to Novato Sanitary District for a number of years, beginning with the preparation for the upgrade of the wastewater treatment facility. They propose to assist the District in preparing newsletters, updating the website, using social media, and preparing outreach materials for events. The goals of the program are to inform customers about their role in protecting water quality, support the water recycling program, solicit public input, and build support for solid waste recycling.</p> <p>A copy of their proposal is attached. They propose to do the work on a time and materials basis for an not-to-exceed amount of \$74,200. Staff recommends accepting their proposal, approving a contract in the amount of \$74,200, and authorizing the General Manager-Chief Engineer to execute the contract.</p>	
STRATEGIC PLAN INFORMATION: This item addresses Goal 3 (Board, District, and Community, Alignment and Communications; and Goal 5 (Effective Governance and Administration) of the latest Strategic Plan Update.	
BUDGET INFORMATION: This work is typically funded from several accounts to reflect the different focus areas of the District’s outreach and communication program. Therefore, the contract will be funded from Operating Budget Account Nos. 66123, 64170, 66090, and 67540. Collectively between these accounts, there are adequate unencumbered amounts to fund this contract.	
DEPT. MGR.: ssk	GENERAL MANAGER: SSK



Rauch Communication Consultants Inc.

936 Old Orchard Rd – Campbell, CA 95008
PH 408-374-0977
FX 408-374-2197
E info@rauchcc.com

O U T R E A C H P R O P O S A L

DATE: March 9, 2016 **NO OF PAGES:** 5

TO: Sandeep Karkal, General Manager

FROM: Martin Rauch **RE:** Proposal for Outreach

Background

Please find below a proposal as requested to provide public outreach services for Novato Sanitary District.

Public Need for Outreach

In recent years, Sanitary Districts throughout Marin County and the state have become more and more visible and of greater interest to the public for a variety of reasons, including:

- Heightened regulations and quality standards that increase cost, and require the agencies to engage the public in helping to avoid sewer problems by not dumping inappropriate materials like wipes and grease, to repair laterals and take other actions.
- Greater environmental awareness that increases the public’s interest in wastewater treatment, proper household hazardous waste disposal, microconstituents, etc.
- Rising customer expectations. In the internet age, the public can learn about quality service anywhere in the world. They know more and expect more than in the past.
- Increased need for recycled water as potable supplies grow increasingly stressed.
- Heightened awareness of local government in general and the importance of both good governance and cost effective local government operations.

To respond to the public interests and concerns listed above, local governments in general and sanitary districts in particular have found it increasingly important to communicate regularly and effectively with their customers.

Strategic Approach:

PROVIDE BOTH GENERAL OUTREACH AND TARGETED OUTREACH. The public is not composed of a single block; rather it is composed of a continuum of people, all with unique public information needs and interests. As a starting point, we would target our outreach in the following ways:

General Outreach: We would ensure there is information being provided at a general interest level to both residential and business customers. This would be the primary focus of the outreach program

Targeted Outreach: There are many stakeholders that have shown an interest in the District and its activities, including political, business, environmental and community

leaders as well as individual local residents and business people. This category also may include communication with peer agencies, regulators and other special interest groups.

Goals

Proposed goals of the outreach program are to:

- Inform customers and others about how they can help protect public health and the environment by participating in household hazardous waste programs, no pharmaceuticals down the drain, the lateral program, etc.
- Support the water recycling program
- Increase public understanding and support for District policies and activities.
- Provide opportunities for the public to provide input to the District in a timely way so the Board and staff can utilize that input in its decision-making, thus helping to increase understanding of the community by the Board.

Proposed Outreach Activities

The following preliminary task list contains the elements that are likely to be included in the outreach program. This list represents a comprehensive program. All of the material may not be needed and the District may select some or all of these elements.

Public outreach programs, to be successful, must be flexible enough to respond to changing circumstances and public reaction. Therefore, we proposed to develop an outreach plan and timeline for the program, and refine it over time. Below are some possible elements.

1. DEVELOP AN OUTREACH PLAN AND TIMELINE. The beginnings of a plan are incorporated in this proposal. This category includes identifying individuals and groups in the community with special communication interests or needs and maintaining up-to-date mail and e-mail lists. et a schedule to reach out to key community groups including service clubs, special interest and business groups, as well as the City Council and peer agencies. This would include making presentations, attending meetings, inviting them on tours and meeting one-on-one where appropriate.
2. PUBLISH THE DISTRICT NEWSLETTER TWO TIMES PER YEAR. This is a primary outreach tool that reaches every household and business in the community both single family and multi-unit. Generally, schedule for spring and fall in time for the two annual e-waste collection event
3. PUBLISH AN E-NEWSLETTER. Publish an e-newsletter with supplemental information. Start with the current stakeholders list and seek additional people through advertising on Facebook, Patch, Newsletter, on the web, etc. Also make it available via download so people can get it who are not on the email list. Publish generally in winter and summer
4. REVIEW AND UPDATE THE DISTRICT'S WEBSITE. It should be updated as needed and also reviewed thoroughly each quarter. Some changes proposed include:
5. UPDATE THE FACEBOOK/TWITTER PAGES. Continue to implement the Twitter/Facebook pages and enhance it over time.

6. CARRY OUT A PRESS PROGRAM, INCLUDING NEWSPAPER ADS. This would involve periodic news releases, periodic op-ed newspaper articles, visits as appropriate with newspaper editors, and regular postings in the Novato Patch.
7. PRODUCE AN ANNIVERSARY MAILER. Develop a special historical mailer about the District and its history. Use an invitation to an open house, tours or whatever special event is planned.
8. DEVELOP VIDEO SHORTS. Develop, over time, a series of short, perhaps 30 second video modules on various subjects, for example: *on the reclamation ponds, etc.* These can be shown on the web, sent as links to people, posted on You Tube and added to presentations. Start with a single short
9. CREATE FACT SHEETS, AND Q&A sheets as needed.
10. MAINTAIN ON-CALL OUTREACH SUPPORT BY THE CONSULTANT to respond to challenges, write letters, formulate ways of approaching key constituents, prepare special graphics, and help solve problems.
11. REBRANDING. Develop new branding, colors and identity, for signs, documents, etc, including new logo.
12. PARTICIPATE IN COMMUNITY EVENTS AND FAIRS, AND SPONSOR TOURS, INCLUDING 90TH BIRTHDAY CELEBRATION. It is the District's 90th Birthday. Special outreach open house, mailer, are planned. The District already participates in a variety of public events. Review the booth materials and make periodic upgrades as appropriate – especially with the 90th birthday in mind. Also, review which community events the District participates in and refresh the list. The District should incorporate periodic tours of the treatment plant and even its pasture and wetlands as part of this category. The District should promote, where appropriate, customers filling out a survey at public events. This can be promoted with simple prizes for participants.

Experienced Team to Serve You

The outreach services described in this proposal would be provided by the same experienced and dedicated team that has been serving Novato Sanitary District.

Sincerely,



Martin Rauch

Cost Estimate

#	Actions	DOLLAR
1	Develop an Outreach Plan and Timeline and Update Periodically.	\$2,000
2	Publish the District Newsletter Two Times Per Year. Concept development, writing, editing, graphic design. Mail coordination. Print supervision. Production management.	\$12,000
3	Publish an E-Newsletter Three Times Per Year. Concept development, writing, editing, graphic design. Email coordination.	\$6,000
4	Review and Update the District's Website. Ongoing, scheduled and as-needed updates	\$9,500
5	Update the Twitter/Facebook Pages.	\$7,500
6	Carry Out a Press Program,	\$2,000
7	Produce an Anniversary Mailer.	\$8,500
8	Develop Video Short.	\$3,500
9	Create Fact Sheets, and Q&A Sheets	\$1,500
10	Maintain on-Call Outreach Support by the Consultant.	\$4,200
11	Rebranding: logo, colors, design, etc.	\$6,000
12	Participate in Community Events and Fairs and Sponsor Tours. Assist with 90 th Birthday program.	\$10,000
13	Misc. Expenses, Copying, Advertising Shipping, Photos, Travel, Sales Tax, etc.	\$1,500
TOTAL ESTIMATED COST		\$74,200

Because an outreach program needs to respond to changing circumstances, changes to the plan may occur as well as changes to the cost of individual activities to meet public and District needs. We recommend a program of approximately this scale would meet the needs of Novato Sanitary District. Each item will be approved by the District before starting work.

***Estimate Details.** This is a not-to-exceed time and materials proposal. No out-of-scope work will be undertaken without prior written approval from the Agency. Out-of-scope work includes additional new tasks, or extra work on existing tasks, which is requested for reasons beyond RCC's control. Rauch Communication Consultants rate strategic planning and management consulting is \$225 per hour. Public outreach rate for senior consultants is \$175 per hour. Associate consultants \$115 per hour, graphic designers \$100 per hour, media and writing specialist \$85 per hour, and administrative assistance \$70 per hour. For meetings involving travel, the minimum charge is four hours.

NOVATO SANITARY DISTRICT BOARD AGENDA ITEM SUMMARY

TITLE: Consent Calendar: Pooled Liability Program (PLP) Dividend.	MEETING DATE: April 4, 2016 AGENDA ITEM NO. 5.g.
RECOMMENDED ACTION: Receive most recent Pooled Liability Program (PLP) dividend report - Information only.	
<p>SUMMARY AND DISCUSSION: Liability insurance coverage for the District is provided through the California Sanitation Risk Management Authority (CSRMA) Pooled Liability Program (PLP) which the District joined in 1988. In the normal management of the program, it is possible for the pool to accumulate “retained funds” or money in excess of current (and expected future) liabilities. This can occur either through conscious overfunding of the pool, or through low losses. These funds are routinely returned to members through the retrospective rating program and the dividend program.</p> <p>Retrospective Rating Returns/Assessments: “Retros” refer to a dollar amount calculated by a retrospective rating formula and this amount is either returned or assessed to individual members based on their loss experience in a given program year, and is then performed annually to allow for updating of the data used in the calculation. Retrospective adjustments are applied to the deposit premium billed to each member annually.</p> <p>Dividends: All agencies share in dividends through the formula adopted by the CSRMA Board of Directors. These dividends are in addition to the Retrospective Rating Program which limits returns to 25% of a member’s original deposit. The remaining unencumbered funds (up to 25%), after all claims are paid in the given program, year, are shared among the membership as dividends. Dividends are paid out of the program’s retained earnings and are returned to members in refunds separate from the annual deposit premium billing.</p> <p>The District has just received a dividend check from CSRMA for \$30,823 which is the District’s share of the most recent dividend (Program Year 2009-10) declared by the CSRMA Board of Directors. In addition, a retrospective rating adjustment in the amount of \$14,104 was applied to the District’s premium billing for calendar year 2016. This is the 22nd year that the District has received a dividend which, combined with retrospective adjustments, has substantially reduced the annual cost of liability insurance (see attached Liability Insurance Premiums History).</p>	
ATTACHMENTS: 1. Liability Insurance Premiums History.	
STRATEGIC PLAN INFORMATION: This item addresses Goal 1 (Operational Excellence) of the latest Strategic Plan Update.	
DEPT. MGR.: ssk	GENERAL MANAGER: SSK

Novato Sanitary District
LIABILITY INSURANCE PREMIUMS HISTORY

Date: 31-Mar-16

Period of Coverage	Initial Premium	Retro & Dividend Adjustments			Net Adj Premium		
		Adj by Year	Retro	Dividend		Total	
02-09-88 to 12-31-88	70,240				0	70,240	
12-31-88 to 12-31-89	68,155				0	68,155	
12-31-89 to 12-31-90	64,521	1988	2,978		2,978	67,499	
12-31-90 to 12-31-91	67,413	1989 1990	(4,066) 92		(3,974)	63,439	
12-31-91 to 12-31-92	66,591	1989 1990	(1,947) (2,896)		(4,843)	61,748	
12-31-92 to 12-31-93	68,215	1988 1990 1991	(3,113) (1,717) (3,647)		(8,477)	59,738	
12-31-93 to 12-31-94	68,169				0	68,169	
12-31-94 to 12-31-95	66,770	1991 1992 1993 1989	(247) (2,944) (7,076)		(3,014)	(13,281)	53,489
12-31-95 to 12-31-96	64,920	1988 1992 1993 1994 1988-90	(1,366) (1,190) (595) (2,828)		(6,078)	(12,057)	52,863
12-31-96 to 12-31-97	58,709	1988 1992 1993 1994 1995 1988-91	(1,624) (1,802) (882) (2,795) (5,766)		(7,849)	(20,718)	37,991
12-31-97 to 12-31-98	57,945	1988 1992 1993 1994 1995 1996 1988-92	(9) (1,169) (105) (2,536) (4,287) (11,452)		(9,311)	(28,869)	29,076
12-31-98 to 12-31-99	48,769	1996 1997 1988-93	(1,237) (5,505)		(5,915)	(12,657)	36,112
12-31-99 to 12-31-00	50,336	1988 1991 1997 1998 1988-94	(2,865) 2,051 (3,646) (4,390)		(23,198.00)	(32,048)	18,288

Novato Sanitary District
LIABILITY INSURANCE PREMIUMS HISTORY

Date: 31-Mar-16

Period of Coverage	Initial Premium	Retro & Dividend Adjustments			Net Adj Premium	
		Adj by Year	Retro	Dividend		Total
12-31-00 to 12-31-01	46,583	1987 1990 1997 1998 1988-95	(14) (2,052) (5,465) (7,639)	(23,835.00)	(39,005)	7,578
12-31-01 to 12-31-02	47,130	1990 1999 1988-96	51 (8,132)	(27,989.00)	(36,070)	11,060
12-31-02 to 12-31-03	63,656	1987 1990 2000 1988-97	43 (51) 7,851	(32,228)	(24,385)	39,271
12-31-03 to 12-31-04	72,326	1987 1990 2002 1988-98	(8,260)	(31,090)	(39,350)	32,976
12-31-04 to 12-31-05	76,266	1987 1990 2002 1988-99	(1) 243 (4,182)	(28,132)	(32,072)	44,194
12-31-05 to 12-31-06	74,044	1987 2000 2002 2003 1988-00	(24) (2,474) (3,956) (8,138)	(29,058)	(43,650)	30,394
12-31-06 to 12-31-07	82,813	1987 2000 2004 1988-01	5 (1,592) (8,576)	(12,735)	(22,898)	59,915
12-31-07 to 12-31-08	88,018	1987 2000 2004 2005 1988-02	(20) (6,887) (3,751) (9,136)	(20,014)	(39,808)	48,210
12-31-08 to 12-31-09 NOTE: Deductibles decreased from \$100,000 to \$25,000 per occurrence	130,668	2000 2004 2006 1988-03	(102) 4,555 (7,296)	(19,436)	(22,279)	108,389
12-31-09 to 12-31-10	140,126	1987 2000 2004 2006 2007 1988-04	(10) (2,005) 14,653 (2,964) (11,942)	(24,035)	(26,303)	113,823
12-31-10 to 12-31-11	125,801	2000 2004 2008 1986-05	(21) (1,548) 39,611	(15,040)	23,002	148,803

Novato Sanitary District
LIABILITY INSURANCE PREMIUMS HISTORY

Date: 31-Mar-16

Period of Coverage	Initial Premium	Adj by Year	Retro & Dividend Adjustments			Net Adj Premium
			Retro	Dividend	Total	
12-31-11 to 12-31-12	128,136	2000 2004 2009 1987-06	(531) (1,647) (21,910)	(14,534)	(38,622)	89,514
12-31-12 to 12-31-13	119,044	thru 2007	(15,993)	(12,753)	(28,746)	90,298
12-31-13 to 12-31-14	168,235	thru 2008		(20,679)	(20,679)	147,556
12-31-14 to 12-31-15	118,559	thru 2009	(40,997)	(18,387.00)	(59,384)	59,175
12-31-15 to 12-31-16	120,856	thru 2010	(14,104)	(30,823.00)	(44,927)	75,929
	\$2,423,014		\$(212,989)	\$ (416,133)	\$ (629,122)	\$ 1,793,892

NOVATO SANITARY DISTRICT BOARD AGENDA ITEM SUMMARY

TITLE: Consent Calendar: District Policy No. 4100 – Compensation and Reimbursement	MEETING DATE: April 4, 2016 AGENDA ITEM NO.: 5.h.
RECOMMENDED ACTION: Adopt Updated District Policy No. 4100 – Compensation, Meetings, and Travel.	
SUMMARY AND DISCUSSION: <p>In July 2006 the District adopted a revised Compensation and Reimbursement Policy, in compliance with new requirements of AB 1234 (Ethics Training).</p> <p>The policy has been revised to further clarify Director compensation for qualified meetings and to update allowable payments to Directors and employees for expenses related to District business. The policy has also been reformatted to be consistent with adopted District policies.</p> <p>The draft revised policy was initially brought forward for approval and adoption at the March 14, 2016 Board meeting. Following Board member and District Counsel comments, a newly revised policy is attached for approval and adoption at this meeting.</p>	
ATTACHMENTS: 1. Revised Draft, updated District Policy No. 4100 – Compensation, Meetings, and Travel.	
STRATEGIC PLAN INFORMATION: This item addresses Goal 5 (Effective Governance and Administration) of the latest Strategic Plan Update.	
DEPT. MGR.: ssk	GENERAL MANAGER: SSK

Novato Sanitary District

POLICY HANDBOOK

DRAFT

POLICY TITLE: Compensation, Meetings, and Travel
POLICY NUMBER: 4100

4100.1 The purpose of this policy is to prescribe the manner in which Novato Sanitary District Directors and employees may be compensated while conducting District related business. The District is committed to wise and prudent use of its entrusted public funds, to conserve District resources, and to keep expenses within community standards. This policy applies to all District Directors and employees. Directors and employees shall only be compensated for performance of official duties, including (but not limited to) attending conferences, seminars, and meetings.

4100.2 Documentation Requirements and Responsibility: All actual and necessary travel and incidental expenses shall be reimbursed upon submission of the District's expense reimbursement form and accompanying receipts for preapproved events. The expense reimbursement form must be submitted within 30 days of the qualifying travel or expense.

Individuals are responsible for maintaining and submitting a record of all expenses incurred on behalf of the District and for documenting said costs by receipts. The Administrative Secretary shall provide and receive expense claims, classify the expenses, verify travel authorization, and verify the completeness and accuracy of the amount claimed. The District General Manager, or his or her designee, is responsible for authorizing expense claims for District staff. The District General Manager, or his or her designee, is responsible for presenting claims from Directors for authorization of payment by the District Board President.

All documents related to reimbursable agency expenditures shall be considered public records subject to disclosure under the California Public Records Act.

4100.3 Director Compensation: Directors are eligible to receive compensation for the following:

- a. Meetings of the legislative body (Board meetings).
- b. Meetings of District Standing Committees and Regular Committees
- c. Meetings of Ad Hoc Committees as assigned by the Board President.
- d. Other District-business-related activities pre-approved by the Board.

4100.4 "Per Diem" Allowance for Meals (including room service) and Incidental Expenses: The District shall follow the Internal Revenue Service (IRS) Guidelines and reimburse meal and incidental expenses up to the US General Service Administration (GSA) per diem allowance rates for the location of the event, net of any event provided meals, while traveling on District business.

DRAFT

4100.5 Lodging Expenses: Whenever possible, lodging reservations shall be arranged through the District at the least expensive available rate. Government or group rates shall be used when offered. Lodging costs shall not exceed the maximum group rate published by the event sponsor, provided that such rate is available at the time of booking. If the published rates are not available, reimbursement shall be for lodging expenses incurred at a lodging establishment of comparable quality and cost to the event establishments. If, due to lack of advance notice or other extenuating circumstances, the District cannot arrange lodging, any lodging expenses incurred shall be governed by this section 4100.5.

4100.6 Transportation (General): Reasonable efforts shall be made to ensure that the most economical (cost-effective and time-efficient) mode and class of transportation is used, considering the possibility of car-pooling and ride sharing (particularly for out-of-town car rentals or taxis) compared to other forms of transit.

4100.8 Personal Vehicle Travel: Reimbursement shall be at the IRS Mileage Rate. For travel by personal vehicle in lieu of air flight(s), reimbursement for use of personal vehicle shall be the lower of the equivalent value of the lowest airfare, or the IRS Mileage Rate.

4100.9 Car Rental: Reimbursement shall be for the expense of car rental, so long as such rental rate is at the least expensive available rate for mid-size or smaller vehicle.

4100.10 Air Travel: Directors and employees shall be reimbursed for the expense of a roundtrip airplane ticket, as long as such ticket reserves a seat in the least expensive class of seating provided by the airline (i.e. economy class or open-seating) available at the time of booking the reservation. The District will reimburse the cost of one checked baggage item per flight.

4100.11 Taxis, Shuttles, Transit, Parking and Bridge Tolls: Reasonable efforts shall be made to obtain the most economical transportation and parking rates. Expenses for these items shall be reimbursed at cost. Use of features such as valet parking is discouraged and may not be reimbursable unless deemed unavoidable.

4100.112 Seminar/Meeting Registration Fees: shall be paid by the District as applicable.

4100.13 Other Expenses: All other actual and necessary expenses incurred on District related business not described in this Policy shall be approved by the Board of Directors in a public meeting.

4100.14 Prohibited Expenses: The District will not pay for the following expenses:

- a. Alcoholic beverages
- b. Movie rentals
- c. Personal telephone calls
- d. Spouse/companion meals or travel
- e. All other personal expenditures not directly related to travel.

4100.15 District Booking for Spouse or Companion: District staff may on occasion book reservations for the spouse or companion of an employee or Director who is traveling on District business for the convenience of the employee or Director. All costs associated with any such booking for a spouse or companion shall be assumed by the employee or Director and to the extent any booking cost or deposit is paid by the District, the employee or Director shall immediately reimburse the District. In no event shall the reimbursement occur more than seven (7) days after the District's payment of the booking or deposit.

DRAFT

4100.16 Brief Report to Legislative Body: Directors shall provide brief reports on meetings attended at the expense of the District at the next regular meeting of the Board of Directors. Such reports may be verbal or in writing.

4100.17 This policy shall be consistent with state law (AB 1234 – Ethics Training) and comply with state law as it changes from time to time.

NOVATO SANITARY DISTRICT BOARD AGENDA ITEM SUMMARY

TITLE: Consent Calendar: Temporary Discharge Permit- PG&E Groundwater, 7600 Redwood Blvd.	MEETING DATE: April 4, 2016 AGENDA ITEM NO.: 5.i.
RECOMMENDED ACTION: Approve an application from Pacific Gas and Electric Company (PG&E) and authorize the General Manager-Chief Engineer to issue a one-time, temporary, Class I non-domestic discharge permit for discharge of groundwater and hydrotest water.	
SUMMARY AND DISCUSSION: <p>The District received a permit application from PG&E on March 28, 2016, for a temporary, Class I non-domestic discharge permit. PG&E will be installing new natural gas pipeline and blowdowns at 7600 Redwood Blvd. near the intersection of Atherton Avenue for its RT-664 Pipeline Replacement Project. Associated excavation groundwater will be pumped to holding tanks for settling, filtration, testing and approval prior to discharge to the District's collection system. The source water for the hydrotest will be potable water. Following installation, the pipe section will be hydrostatically strength tested. The approximately 1,000 gallons of (post-use) hydrotest water may be used onsite for dust control or site restoration activities, or comingled with the groundwater for treatment and disposal.</p> <p>The reason PG&E would like to discharge to the District's system is due to the relatively short duration of the project, and the lengthy time required for obtaining a surface water discharge permit from the RWQCB. PG&E is working on a parallel path with the City of Novato's Stormwater Group for potential discharge to the storm drain under the City's MS4 permit, but is also applying for a discharge permit with the District should that effort be unsuccessful.</p> <p>The permit application specifies that prior to discharge, all groundwater will pass through particulate filters followed by activated carbon filtration if needed to meet discharge limits. Discharge will not commence until testing has been performed and the submitted laboratory data indicates the water meets local discharge limits and is approved for discharge to the District's system.</p> <p>Therefore, staff recommends that the Board approve the application and authorize the General Manager-Chief Engineer to issue a one-time, temporary Class I non-domestic discharge permit to PG&E which includes the following conditions:</p> <ol style="list-style-type: none"> 1. The total discharge shall not exceed 120,000 gallons of groundwater and 5,000 gallons of hydrotest water. 2. The daily discharge shall not exceed a 12-hour period (7 a.m. to 7 p.m.), 3. The discharger shall not exceed a maximum discharge rate of 50 gpm, and 4. All groundwater shall pass through a particulate filter and pretreated with activated carbon if necessary to meet discharge limits prior to discharge to the sanitary sewer. 	
STRATEGIC PLAN INFORMATION: This item addresses Goal 1 (Operational Excellence) and Goal 3 (Alignment and Communications) of the latest Strategic Plan Update.	
BUDGET INFORMATION: Permit, monitoring, and discharge fees will offset the cost of preparing the permit and monitoring the discharge.	
DEPT. MGR.: eb	GENERAL MANAGER: SSK

Novato Sanitary District

**PROPOSED SCHEDULE FOR ADOPTION OF SEWER SERVICE CHARGES
FOR FISCAL YEARS 2016-17 THROUGH 2020-2021**

April 15, 2016	Bartle Wells Sewer Service Charge Study transmitted to Finance Committee for April 18 th meeting.
April 18, 2016	<u>Finance Committee Meeting</u> : Review Sewer Service Charge Study and make recommendation to Board for proposed sewer service charge increase.
April 25, 2016	<u>Regular Board Meeting</u> : Receive Finance Committee report; establish maximum rate increase; authorize staff to prepare and publish a Proposition 218 Notice; and schedule public hearing for June 13, 2016.
April 28, 2016	<u>Deadline for publishing and mailing Proposition 218 Notice</u> for public hearing on sewer service charge increase. (Must be mailed <u>at least</u> 45 days before the public hearing).
May 27, 2016	First publication of public hearing(s) notice in the Marin IJ for Proposition 218 rate increase; sewer service charge report, and intent to collect sewer service charges on Marin County tax rolls.
June 3, 2016	Second publication of Proposition 218 and sewer service charge report public hearings in the Marin IJ.
June 13, 2016	<u>Regular Board Meeting</u> : Public hearing on rate increase under Proposition 218. Board considers adoption of proposed sewer service charge rate and adoption of sewer service charge ordinance. Upon adoption of the sewer service charge ordinance, a public hearing will be held at the same Board meeting on the 2016-17 sewer service charge report, adoption of a resolution confirming the report and collection of charges on the County tax rolls.
June 14, 2016	Publication of sewer service charge ordinance.
July 7, 2016	Deadline for providing sewer service charge information to the County of Marin.

Novato Sanitary District

**PROPOSED SCHEDULE FOR APPROVAL OF 2016-18 PRELIMINARY AND
FINAL BUDGET, AND APPROPRIATIONS LIMIT**

April 4, 2016	<u>Regular Board Meeting</u> : Receive schedule for adoption of 2016-18 Preliminary and Final Budget, and Appropriations Limit.
April 15, 2016	First three quarters of revenues and expenditures report for 2015-16 preliminary estimate of annual expenditures for 2015-16 and fill in column for new budget projections goes to supervisors for their review.
April 29, 2016	Budget projections from supervisors due to Finance Officer.
May 13, 2016	Department budgets for 2016-17 and 2017-18 to General Manager-Chief Engineer for review.
May 23, 2016	<u>Regular Board Meeting</u> : Budget workshop; updated Capital Improvements Program (CIP), and 2016-18 Preliminary Budget.
June 1, 2016	<u>Solid Waste Committee Meeting</u> : Review Solid Waste and Household Hazardous Waste Operating Budget, and recommend Board Adoption.
June 20, 2016	<u>Wastewater Operations Committee meeting</u> : Review Annual Operating Budget, and recommend Board adoption.
June 21, 2016	<u>Strategic Planning and New Facilities Committee</u> : Review Annual Capital Improvements Program (CIP) Budget, and recommend Board adoption.
June 27, 2016	<u>Regular Board Meeting</u> : Board adoption of 2016-18 Preliminary Budget.
July 7, 2016	Deadline for providing sewer service charge information to County of Marin.
July 29, 2016	State Department of Finance provides growth factors for calculation of the District's 2015-16 appropriations limit.
August 22, 2016	<u>Regular Board Meeting</u> : Board establishes 2016-17 appropriations limit, approves Final Budget, and adopts resolution fixing tax allocation for 2016-17.

NOVATO SANITARY DISTRICT BOARD AGENDA ITEM SUMMARY

TITLE: Wastewater Treatment Facilities 2015 Annual Operations and Maintenance Report.	MEETING DATE: April 4, 2016 AGENDA ITEM NO.: 7.a.
RECOMMENDED ACTION: Receive and accept Wastewater Treatment Facilities 2015 Annual Operations and Maintenance Report, subject to minor edits.	
SUMMARY AND DISCUSSION: The draft Wastewater Treatment Facilities 2015 Annual Operations and Maintenance Report (Report) is attached. A short verbal presentation on the Report will be made at the meeting by the Veolia Project Manager. The report is essentially an encapsulation of information that was previously presented to the Board or the Wastewater Operations Committee in each month of 2015. Staff has reviewed the draft report and deems it to be satisfactory. Therefore, staff recommends that the Board receive and accept the Report, subject to minor edits.	
ATTACHMENTS: 1. Wastewater Treatment Facilities 2015 Annual Operations and Maintenance Report.	
STRATEGIC PLAN INFORMATION: This item addresses Goal 1 (Operational Excellence) and Goal 2 (Reliable and Efficient Facilities) of the latest Strategic Plan Update.	
DEPT.MGR.: JB (Veolia), eb.	MANAGER-ENGINEER: SSK

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT FOR THE NOVATO SANITARY DISTRICT

DRAFT

Prepared by:

**Veolia Water Operating Services
March 2015**



2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

NOVATO WASTEWATER TREATMENT FACILITY
NOVATO SANITARY DISTRICT, CALIFORNIA

Veolia Water West Operating Services, Inc.
500 Davidson Street
Novato, CA 94947

TABLE OF CONTENTS

OVERVIEW	1
PROCESS DESCRIPTION & LOADING SUMMARY	2
Preliminary Treatment - Influent Pump Station and Headworks	2
Flow and Loading Measurement	3
Primary Treatment – Primary Clarifiers	4
Secondary Treatment – Aeration Basins & Secondary Clarifiers	4
Ultra Violet (UV) Disinfection	5
Effluent Disposal – Bay Discharge / Reclamation / Storage	6
PERFORMANCE AND COMPLIANCE SUMMARY	7
Treatment Plant Performance Summary	7
Treatment Plant Compliance Summary	8
ENVIRONMENTAL SERVICES REPORT	10
ASSET MANAGEMENT	13
SAFETY AND TRAINING	21
STAFFING AND ORGANIZATION	24
BUDGET	27
ATTACHMENTS	28
Data and Graphs	28
Place Holder This will be inserted prior to scanning	28
Plant Flow	29
Place Holder This will be inserted prior to scanning	29
BOD (Influent & Effluent)	30
Place Holder This will be inserted prior to scanning	30
Suspended Solids (Influent & Effluent)	31
Place Holder This will be inserted prior to scanning	31
Oil and Grease (Effluent)	32
Place Holder This will be inserted prior to scanning	32
pH (Effluent)	33
Place Holder This will be inserted prior to scanning	33
Temperature (Effluent)	34
Place Holder This will be inserted prior to scanning	34
Community Outreach Activities 2015	35
TITLE 22 – Recycled Water Production Report for 2015	38



OVERVIEW

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

OVERVIEW

The top priorities for 2015 were to meet the goals of zero lost time incidents or OSHA recordable incidents and no treatment plant effluent violations. This is a year in and year out objective plainly stated and firmly established throughout Veolia Water. A term we apply to this end is "Zero Harm". We are very happy and proud to report that both goals were met. 2015 represents our fourth consecutive year of zero effluent violations and fifth year of zero recordable incidents. We celebrate that success with and offer congratulations to the Novato Sanitary District on its vision and commitment to water quality.

Key areas of focus throughout the year include:

- Safety Training
- Regulatory Compliance
- Third Party Facility Reviews
- Reporting (internal and external)
- Records Keeping and Data Base Management
- No Safety Incidents (recordable, lost time, or medical)
- Participation in Company *Near Miss* Reporting Program (focused on prevention)
- Employee Education and Certification / Professional Advancement
- Community Outreach and Participation
- Transition from Job Cal Plus (CMMS) to Oracle Work Asset Management (OWAM) for Maintenance Tracking, Scheduling, Scheduling, Inventory, and Purchasing.
- Operation, Management, & Oversight of Laboratory and Pretreatment Program.
- Assist in the successful negotiation of the new Discharge (NPDES) Permit.

PROCESS DESCRIPTION & LOADING SUMMARY

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

PROCESS DESCRIPTION & LOADING SUMMARY

Wastewater is collected throughout the Novato Sanitary District service area and conveyed by gravity as well as mechanical means (pump stations) to the Davidson Street Treatment Plant.

Preliminary Treatment - Influent Pump Station and Headworks

When the wastewater arrives at the Treatment Plant it is pumped from the Influent Pump Station to the Headworks. The Headworks provides screening of coarse materials and removal of grit which consists of heavy matter such as sand, silt, and gravel.



Top Left – Influent Pump Station

Top Right – Parkson Aqua Guard Screen™

Bottom Left – Grit Conveyance and Pumping

Bottom Right – Screenings Washer / Compactor, Compacted Screenings Being Discharged to Dumpster

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

Flow and Loading Measurement

Flow at the Novato Wastewater Treatment Plant is measured using a Parshall Flume and Hydro Ranger™ ultra sonic level meter in combination. This pairing is considered very reliable and provides a high degree of accuracy.

Composite samples for biochemical oxygen demand (BOD) and total suspended solids (TSS) are collected downstream of screening and grit removal. Composite samples are flow proportioned throughout the sampling period (normally 24 hours). Flow proportioning provides the most representative sample.



Above Left – Hydro Ranger level meter, hourglass shaped plating over Parshall Flume
 Above Right – Hach Model 3540 SDR Composite Sampler

Rated Capacities

DESIGN CRITERIA			
Condition	Value	Unit	Notes
Average Dry Weather Flow	7.0	MGD	
Peak Wet Weather Flow (Max Day)	30.7	MGD	
Max Peak Wet Weather (1-3 Hour)	47.0	MGD	
Average BOD Loading	14,600	Lbs/D	
Average TSS Loading	17,600	Lbs/D	

Actual 2015

2015 FLOWS AND LOADS SUMMARY			
Condition	Value	Unit	Notes
Average Dry Weather Flow	3.25	MGD	Jul / Aug / Sep
Peak Wet Weather Flow (Max Day)	14.22	MGD	2/8/15
Max Peak Wet Weather (1-3 Hour)	~21.00	MGD	2/8/2015, 12:40 pm
Average BOD Loading	8,873	Lbs/D	
Average TSS Loading	10,627	Lbs/D	

Significant Peak Wet Weather Events occurred in February.

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

Primary Treatment – Primary Clarifiers

Primary clarifiers typically remove approximately 60 – 70% of the solids from raw wastewater. Clarifiers are large tanks that slow the flow of water and allow the force of gravity to remove solids. Heavier solids referred to as “sludge” settles to the bottom. Lighter material such as fat, oil, grease and plastic referred to as “scum” rises to the surface. Both sludge and scum are removed from the waste stream and pumped to a digester for additional treatment.



Above Left – Primary Clarifier #2, Superstructure supports the cover.
 Above Right – Sludge and Scum Pumping

PRIMARY CLARIFIERS			
	Value	Unit	Notes
Number	2		
Diameter	100	Ft	Each
Sidewall Depth	12	Ft	Each
Capacity (Volume)	880,770	Gallons	Each
BOD Removal	27	%	2015 Results
TSS Removal	78	%	2015 Results

Novato's primary clarifiers are covered to contain foul air associated with raw sewage. The foul air is removed and discharged to odor scrubbing biofilters by large fans. Like much of the wastewater process the biofilters are living processes. Various life forms including fungi, worms, and microbial populations convert odorous compounds to other gases, primarily carbon dioxide.

Secondary Treatment – Aeration Basins & Secondary Clarifiers

After screening, grit removal, and primary solids removal, all wastewater receives full secondary treatment. Large rectangular tanks with baffle walls, mechanical mixers, air diffusers, and recirculation pumps make up the aeration basins. The Novato facility was designed with both flexibility and reliability in mind. Four aeration basins, each with a capacity of more than 850,000 gallons provides complete secondary treatment under all flow conditions.

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

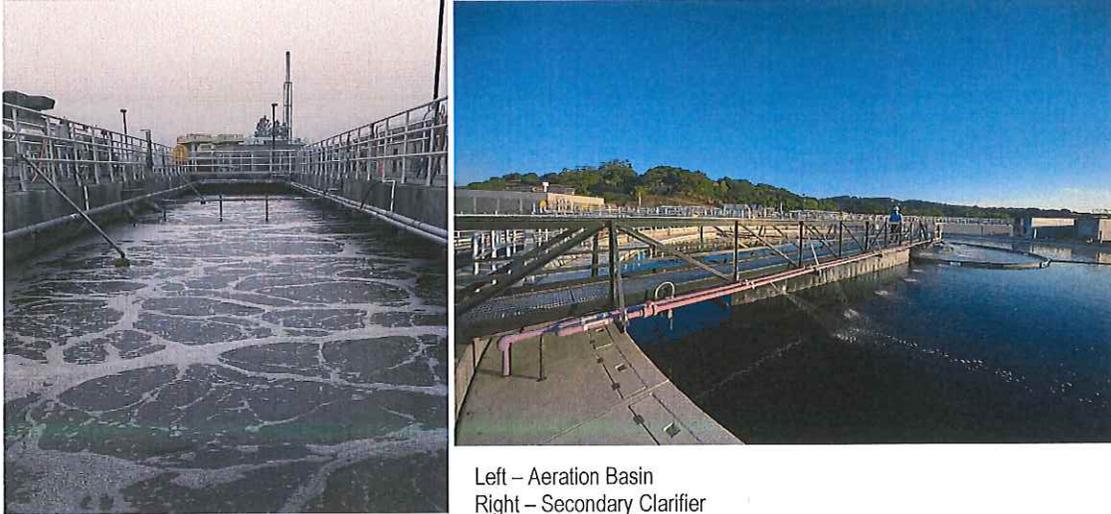
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

Each aeration basin has three anoxic (no dissolved oxygen) zones accounting for almost 25% of the tank volume. The anoxic zones convert nitrate and nitrite to nitrogen gas to reduce the level of total nitrogen in the effluent.



Left – Aeration Basin
Right – Secondary Clarifier

Solids, primarily biological cell mass, are produced during the process of removing dissolved pollutants (BOD) in the aeration basins. A combination of wastewater and bio-mass, known as mixed liquor, typically contains between 1,500 mg/L and 2,500 mg/L (0.15% to 0.25%) of solids. The aeration basins are well mixed and as a result, a continuous stream of solids leaves the aeration basins. Solids are captured in the secondary clarifiers and the majority are returned to the head end of the aeration basins to maintain the proper biomass concentration for treatment. Excess solids are sent to the gravity belt thickener (GBT) where they are concentrated to 4% - 6% solids content and then pumped to a digester for additional treatment. Effluent from the secondary clarifiers is then ready for disinfection.

SECONDARY CLARIFIERS			
	Value	Unit	Notes
Number	2		
Diameter	125	Ft	Each
Sidewall Depth	16	Ft	Each
Capacity (Volume)	1.468	MG	Each

Ultra Violet (UV) Disinfection

Prior to discharge wastewater must be disinfected. Ultra violet light disrupts the DNA of pathogens and other life forms leaving them incapable of reproduction. UV light (unlike other methods of disinfection) uses no chemicals, produces no harmful byproducts (trihalomethanes for example), and leaves no toxic residual.

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT



DRAFT

Left – UV Rack Removed for Cleaning
Below – Preparing UV Rack for Removal

DRAFT



Effluent Disposal – Bay Discharge / Reclamation / Storage

Discharge to San Pablo Bay (Bay Discharge), is prohibited beginning June 1st through August 31st. Bay Discharge is permitted (with stringent effluent limits) in the months of May, September and October. Throughout the non-discharge season effluent is either stored for future use, specifically pasture irrigation, or Recycled for a higher use such as golf course irrigation. Recycled water receives added treatment in order to comply with stringent Title 22 regulations. The Performance Summary provides a breakdown of discharge quantities.



PERFORMANCE AND COMPLIANCE SUMMARY

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

PERFORMANCE AND COMPLIANCE SUMMARY

Treatment Plant Performance Summary

The following summary provides an overview of plant performance and activities for the period January 1, 2015 through December 31, 2015.

Total Volume of Water Processed	1,397	Million Gallons
Total Volume of Water Reclaimed	623	Million Gallons
Total Volume of Water Discharged	774	Million Gallons
Recycled – Title 22 (included in Water Reclaimed)	.95,497	Million Gallons
Average Daily Dry Weather Flow	3.25	MGD
Maximum Daily Flow	14.22	MGD
Pounds of BOD Treated	3,252,423	Lbs
Pounds of BOD Removed	3,152,055	Lbs
Percent BOD Removal Efficiency	97	%
Pounds of TSS Treated	3,816,836	Lbs
Pounds of TSS Removed	3,764,687	Lbs
Percent of TSS Removal Efficiency	99	%
Pounds of Bio-solids Treated	3,796,217	Lbs
Cubic Feet of Biogas Produced	27,218,876	Cu Ft
Total Number of Violations / Excursions	0	
NPDES (Bay Discharge)	0	
WDR (Reclamation)	0	

Maintenance

Total Number of Work Orders Issued	4,967
Total Number of Work Orders Closed	4210
Percentage Preventive Maintenance	98%
Average Completion	3.48 Days

Consumables / Energy

*Electricity – kWh / Year	3,318,924
Electricity – kWh / MG	2,374
*Natural Gas – Therms / Year	43,834
Natural Gas – Therms / MG	31
Diesel Fuel – Gallons / Year	1,894
Diesel Fuel – Gallons / MGD	1.36

*Excludes Administration Building, Recycled Water Plant, and Flare Pilot.

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

Treatment Plant Compliance Summary

No treatment plant violations were experienced in 2015. The compliance summary table (below) is broken down by constituent and discharge season.

Waste Discharge Limits / Reclamation				
Parameter	Limit	Units	# Analysis	Violations
BOD Monthly Average	40	mg/L	5	0
Total Coliform – 5 Sample Median	240	mpn/100 ml	67	0
Total Coliform - Maximum	10,000	mpn/100 ml	67	0
pH – High	9.0	s.u.	110	0
pH – Low	6.0	s.u.	110	0

NPDES Wet Season Limits - November – April				
Parameter	Limit	Units	# Analysis	Violations
BOD Weekly	45	mg/L	25	0
BOD Monthly	30	mg/L	6	0
TSS Weekly	45	mg/L	25	0
TSS Monthly	30	mg/L	6	0
BOD Removal (minimum)	85	%	6	0
TSS Removal (minimum)	85	%	6	0
Enterococcus - 30 Day Geo Mean	35	Col/100 ml	6	0
Fecal Coliform - Median	140	mpn/100 ml	6	0
Fecal Coliform - 90 th Percentile	430	mpn/100 ml	6	0
Ammonia – Daily Maximum	21	mg/L	14	0
Ammonia - Monthly Average	6	mg/L	6	0
pH – High	8.5	s.u.	130	0
pH – Low	6.5	s.u.	130	0
Oil & Grease - Daily Maximum	15	mg/L	6	0
Oil & Grease - Monthly Average	5	mg/L	6	0

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

Compliance Summary (Continued)

NPDES Dry Season Limits - May, September, & October				
Parameter	Limit	Units	# Analysis	Violations
BOD Weekly	30	mg/L	5	0
BOD Monthly	15	mg/L	1	0
TSS Weekly	20	mg/L	5	0
TSS Monthly	10	mg/L	1	0
BOD Removal (minimum)	85	%	1	0
TSS Removal (minimum)	85	%	1	0
Enterococcus - 30 Day Geo Mean	35	Col/100 ml	1	0
Fecal Coliform - Median	140	mpn/100 ml	1	0
Fecal Coliform - 90th Percentile	430	mpn/100 ml	1	0
Ammonia - Daily Maximum	21	mg/L	1	0
Ammonia - Monthly Average	6	mg/L	1	0
pH - High	8.5	s.u.	21	0
pH - Low	6.5	s.u.	21	0
Oil & Grease - Daily Maximum	15	mg/L	1	0
Oil & Grease - Monthly Average	5	mg/L	1	0

Sample Locations



LABORATORY & ENVIRONMENTAL SERVICES

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

ENVIRONMENTAL SERVICES REPORT

O & M Report 2015

Laboratory Leadership

Elizabeth Falejczyk of Veolia Water assumed direction of the Environmental Services Department, including the NSD ELAP certified laboratory (Certificate No. 1092) on February 2, 2015. Kurt Hawkyard also started working in the laboratory in February. Kurt has been trained in all of the routine analysis performed in the lab. With the assistance of Jessica Bena of North Marin Water District, we successfully transitioned to the routine of daily, weekly, monthly and semi-annual sampling schedule of the various permit regulations. Jessica has been the one constant in the laboratory and has essentially benefited the District during the different times of transition. Jessica continues to play an invaluable support role in the laboratory.

Wildlife Pond and Reclamation Activities

Samples and weekly/monthly observations at the Wildlife pond were taken according to the WDR (Order No. 92-065) throughout the year. Monthly irrigation wet well samples were monitored during the irrigation season. The lab coordinated the independent pasture evaluation and soil sampling in the pastures. All the data was compiled and reported to Blair Allen of the San Francisco, Regional Water Quality Control Board (RWQCB) in the 2015 Triennial Irrigated Pasture Report.

NPDES Permit Reissuance

Given excellent Plant and effluent water quality, we requested and received a reduced sampling schedule for some analysis, and switched the bacterial species for disinfection compliance. These changes save time and money for the District and provide quicker turnaround time, for results.

Laboratory

Several studies were undertaken optimize sampling and process control protocols, and changes changes implemented in sampling methods and techniques.

Examples:

- Change in sample transfer technique and thorough disinfection and cleaning of samplers and sample containers prior to chronic toxicity testing to decrease the possibility of pathogen related toxicity.
- Change of sampling method for bacteriological samples from the UV channels to get a representative sample of the entire water column.

We established better communication and understanding between all of the contract laboratories and the NSD laboratory. The contract laboratory for BOD analysis was changed for enhanced performance.

Annual Performance testing for all certified methods occurred with 100% success and the NSD ELAP certification was successfully renewed with the expansion of certified methods.

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

Public Education

- We assisted in Wetlands Days for the Marin County public education group staffing two stations, "Bird Bingo" and "The Toilet is not a Trashcan".
- Hosting Algebra Academy in the laboratory we worked with Christian Williams (operator) to give a really visual sense of math and dilutions using bright colored dye in graduating volumetric flasks and then used different dilutions to demonstrate optimization of chemicals and relating it to annual cost savings for chemicals using algebra.
- Staffed North Bay Science Discovery Day with other Veolia Staff showing what "dispersibles" are (toilet paper vs. tissues and paper towels). Cleaned and disinfected clogs from pumps, looking like mopheads, were on display to demonstrate the problem. Clearly visible in the clogs are dental floss, wipes and strings. This is a hands on educational event and very popular.

Training

Staff attended many professional training events throughout the year. More formal in-house training of the operations staff in regulatory analysis was also initiated.

We also hosted an important training event, Comprehensive Ethics and Integrity Training for Environmental Testing Professionals. We were able to invite NMWD lab staff to the training, which was important as the NMWD staff (including Jessica) all serve as support staff in the NSD Laboratory from time to time.

Kurt earned 15.5 contact hours for various meetings and training events.

Liz earned 14.5 contact hours for various meetings and training events.

BACWA

Liz attended most of the Bay Area Clean Water Association (BACWA) Bay Area Pollution Prevention Group, Permits and Laboratory Committee meetings throughout the year.

Pretreatment

Bob Adamson was overseeing the Pretreatment Program for NSD and worked throughout the year to familiarize and train both Liz and Kurt in the program.

Permits Renewed

- BioMarin Galli
- Buck Center
- North Marin Water District Permit
- Norcal Dye Works
- Graphene Technologies
- Roys' Sewer Service
- Roto-Rooter Sewer Service

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

New Permits

- 1 temporary groundwater discharge permit

Inspections

- All 5 significant Industrial Users
- 14 Food Service Establishments(FSE) for Fats Oil and Grease (FOG) (some more than once)
- 2 Car Wash (one installation)
- 2 Currently non-permitted industries

Sampling

- BioMarin BMK (2 events)
- BioMarin Galli (2)
- Buck Center (1)
- Optical Metals (2)
- NMWD (1)

ASSET MANAGEMENT

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

ASSET MANAGEMENT

Key components of an Asset Management Program include:

- Computerized Maintenance Management System (CMMS)
- Preventive, Predictive, and Corrective Maintenance
- Equipment Inventory
- Reliability / Criticality Assessment (Hierarchy of Equipment Priority)

Computerized Maintenance Management System (CMMS)

During 2015 Veolia transitioned from *Job Cal Plus*[™] (Job Plus) CMMS to Oracle Work Asset Management (OWAM or WAM). OWAM is a robust multi-layered asset management system which provides modules for purchasing, inventory control, asset life cycle cost, as well as the typical scheduling and maintenance tracking tools.

OWAM is an off-the-shelf, non proprietary software program available from Oracle, Redwood Shores, California.

Preventive, Predictive, and Corrective Maintenance

Preventive maintenance (PM) is a scheduled maintenance activity generally tied to equipment run time (x hours) or period schedule (weekly / quarterly). Routines such as lubrication, oil change, filter change fall into the category of PM. Predictive maintenance (PdM) is performed to determine when maintenance might be required and or to assess condition. Tasks such as vibration, temperature, and oil analysis are types of PdM. Corrective maintenance is initiated when a deficiency is found.

Equipment Inventory

An accurate equipment inventory is crucial to all phases of Asset Management. Equipment at the Novato facility has been entered into the OWAM data base. The equipment inventory is a dynamic process with additions and deletions over time. An accurate equipment inventory is an essential component when planning for equipment replacement.

Reliability / Criticality Assessment (Hierarchy of Equipment Priority)

A Criticality Assessment was performed at the Novato facility in August 2010 and updated in June 2014. The assessment evaluates processes and equipment and rates the relative importance. The evaluation process looks at consequences and likelihood of failure. The product helps the user prioritize replacement and maintenance. The next full system Criticality Update is scheduled for 2017.

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

Maintenance Activities Under \$10,000.00*

January	Equipment	Activity
	Operations Room UPS Unit	Annual Service
	Digested Sludge Pit	Pumped out pit
	Wet Weather Pump #1	Oil leak repaired
	UV Modules	Replaced all fans in UV modules

February	Equipment	Activity
	Gorman Rupp Trailers 6" Pump	Repairs to Fuel Tank
	Bulk Fuel Diesel Tank	Installed new anti-siphon valve
	UPS Units	Replaced batteries in all UPS units
	Wet Weather Pump #1	Replaced coolant hoses
	Sludge Lagoons	Pumped out sludge lines

March	Equipment	Activity
	Novato Video Server	Replaced Plant Video Server Drive
	Wet Weather Pump #1	Replaced cross piping and water pump manifold
	Gravity Belt Thickener #2	Replaced tension roller and bearing
	Wet Weather Pump #1	Replaced injector, valve cover gasket, rocker box gasket, head gasket and bolts

April	Equipment	Activity
	OPS Chevy Truck	Replaced fuel cap and purge valve
	Odor Control Fan #2 - Ignacio	Total Rehabilitation on fan
	Jerome Meter	Annual re-calibration
	Primary Clarifier #1	Repaired scum piping
	SCADA	Annual upgrade
	Gravity Belt Thickener #1	Replaced main roller & bearing

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT DRAFT DRAFT

May	Equipment	Activity
	Novato WWTP & Ignacio PS	Infrared Survey at Novato WWTP and Ignacio PS
	Ops Chevy Pick Up	New water pump, A/C coolant and fan belt
	Overhead Cranes	Annual crane inspection/certification
	Flow Meters	Annual flow meter calibration
	TWAS Pump #1	Replaced and programed VFD
	Ignacio Ops Control Room UPS	Replaced UPS
	GBT Polymer Pump #1	Replaced pump and program cable
	Emergency Generators	Annual service
	UV Generator Emergency Diesel Tank	Replaced floats in day tank
	Fire Extinguishers	Annual recharge of all fire extinguishers at Novato WWTP & Ignacio PS

June	Equipment	Activity
	Flare	Flare maintenance and tune up, replaced flame detector
	Wet Weather Pumps	Annual service
	Digested Sludge Pit	Pumped out pit
	Boiler	Water Treatment Service
	New Sampler	Hardwired sampler

July	Equipment	Activity
	Wet Weather Pump #2	Replaced fuel line, water pump belts, hoses and coolant
	Fork Lift	Annual service
	#3 Waterline behind Primary Clarifier #2	Repaired broken water line
	Novato Odor Beds	Mulch top off in all beds
	Digested Sludge Building	Replaced old door handles with lever handles
	Old Blower Building	Replaced old door handles with lever handles
	Maintenance Shop	Replaced old door handles with lever handles
	Lagoons	Line Cleaning
	Emergency Generator	Annual service performed on all 4 Emergency Generators

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

August	Equipment	Activity
	Bulk Diesel Fuel Tank - Novato	Annual Diesel Fuel Sampling
	Bulk Diesel Fuel Tank - Ignacio	Annual Diesel Fuel Sampling
	Bulk Diesel Fuel and Day Tank - Ignacio	Filter & Polished diesel fuel in main tank and day tank
	Novato & Ignacio VFD's	Annual inspections
	Gas Sensors in wet well @ Ignacio	MSA Gas Sensor Rehabilitation of entire system after flooding

September	Equipment	Activity
	UV Emergency Generator Fuel Tank	Replaced power supply and digital screen
	Ignacio Emergency Generator Day Tank	Replaced anti siphon valve and floats
	Flygt Pumps/Mixers	Annual Flygt pump/mixer inspection
	Lagoons	Flushed lines - Decant and Feed lines

October	Equipment	Activity
	UV System	Annual tune up and rehabilitation of system
	Dry Weather Pump #4	Replaced VFD
	UV Channel Fans	Replaced all fans
	Odor Control Fan @ Primary Clarifier #2	Replaced drive guard assembly
	Microcool System	Installation of odor misting system
	Lagoons	Pumped down monitoring wells for groundwater sampling
	Digested Sludge Pit	Pumped out sludge pit

November	Equipment	Activity
	Influent Pump #3	Replaced and programed VFD
	Emergency UV Generator	Repaired exhaust stack

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

December	Equipment	Activity
	Trucks	Annual oil change on 4 trucks
	Aeration Basin Mixer 3B	Repair
	Aeration Basin Mixer 4C	Repair
	Decant Pump Station	Replaced pump rails

Maintenance Activities Over \$10,000.00*

* Limit Set by Section 3.0 of the Service Agreement between Veolia and NSD.

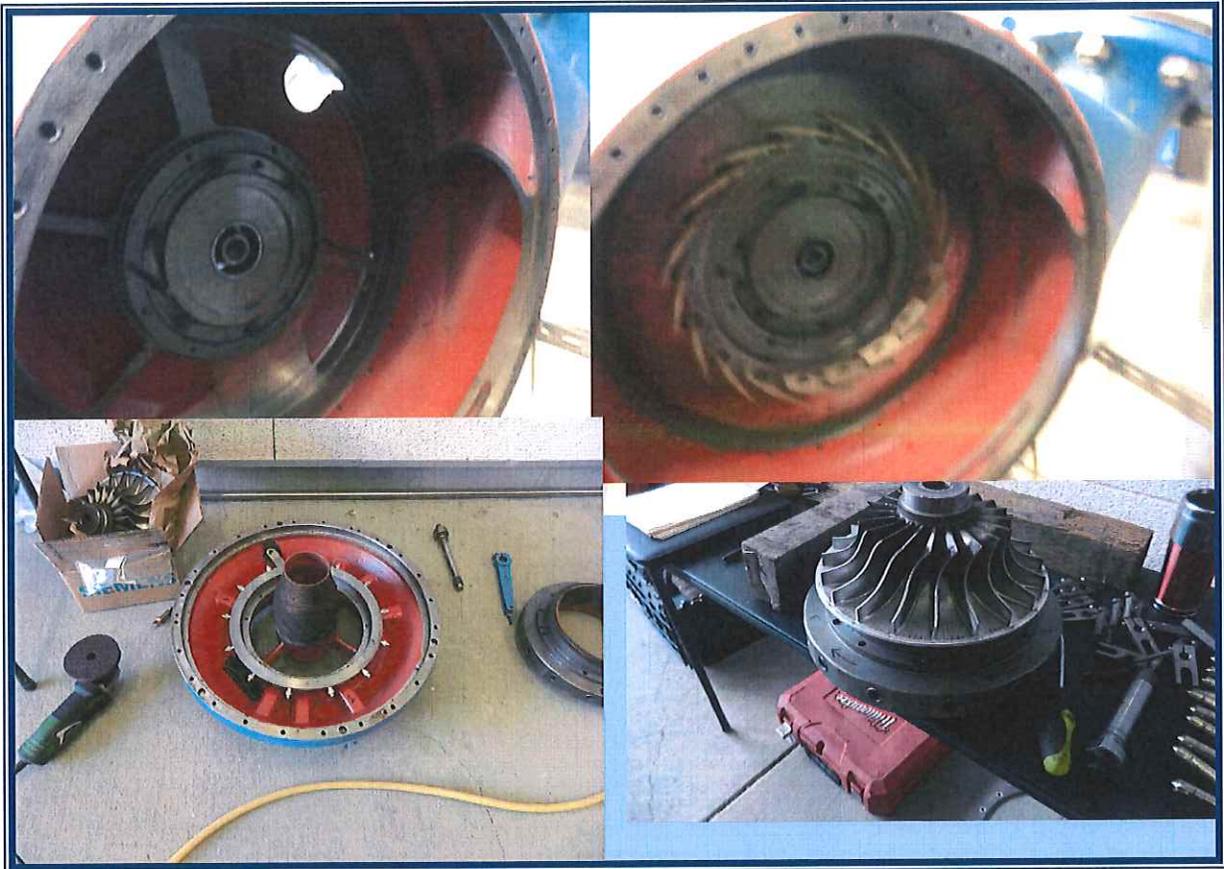
2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

Predictive Maintenance



An example of Predictive Maintenance (2014) - Complete disassembly and inspection of Turblex Blowers (1 & 2)
Blowers were found to be in excellent condition

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

Maintenance



Maintenance of Ultra Violet Disinfection System

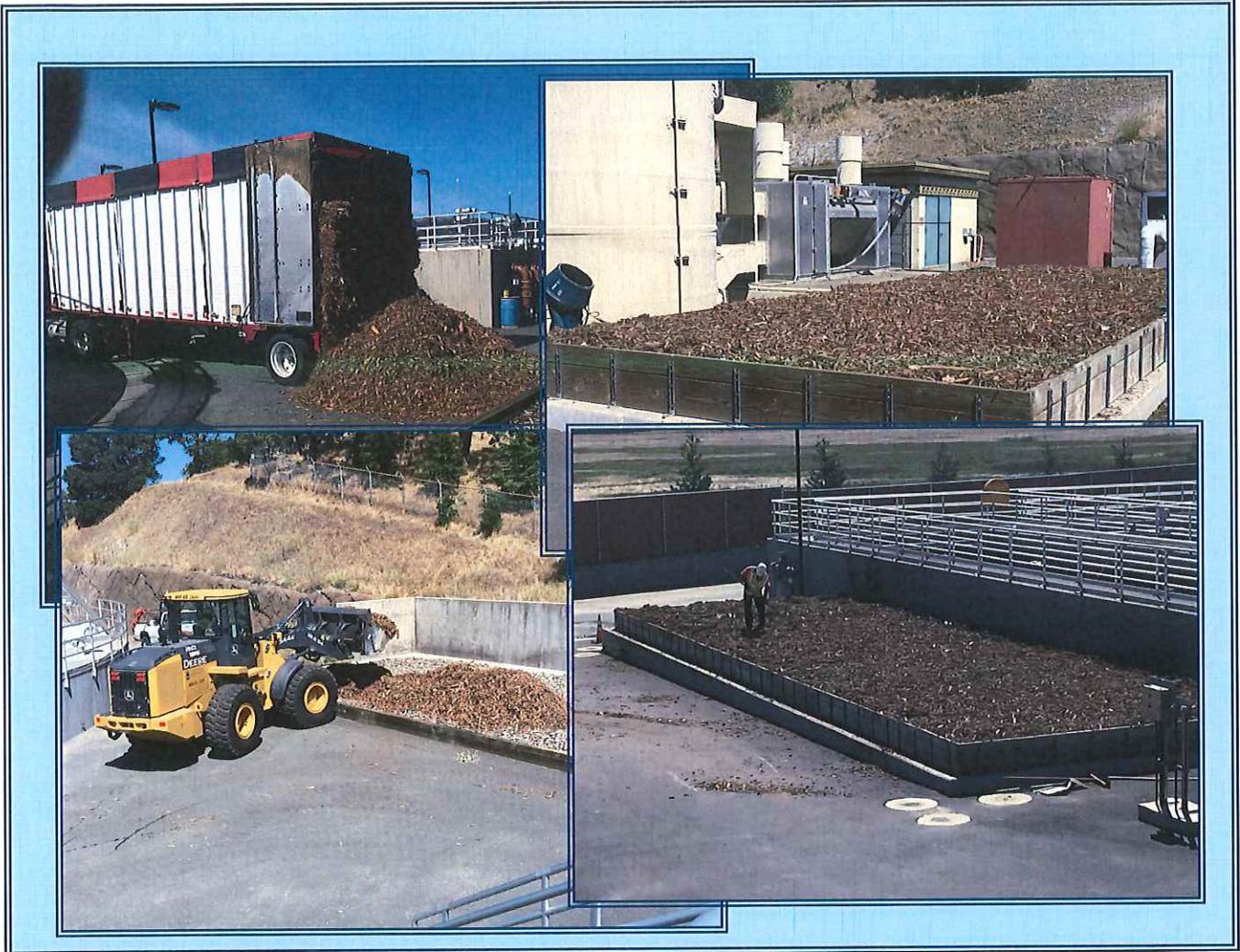
2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

General Maintenance



Top Off Foul Air Biofilters – July 2015

SAFETY AND TRAINING

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

SAFETY AND TRAINING

It's a Culture, Not a Campaign



Veolia Water North America (VWNA) recognizes the importance of an effective health and safety program to the well being of each employee, the general public, clients/facility owners, and to the overall success of our company. VWNA is committed to providing its employees a healthful and safe place of employment. To that end, VWNA will provide proper training, materials, and equipment so that work can be performed safely and in compliance with the Occupational Safety and Health Administration (OSHA) Regulations and other applicable standards. In turn, each employee is responsible to participate in a cooperative effort to maintain an effective health and safety program. Adherence to company policies and work practice guidelines is an essential part of this responsibility. By maintaining an effective program, we reduce the risk of personal injury, operational interruptions, regulatory fines, and maintain the company's reputation as a world leader in environmental management.

Our highest duty - to ensure health, safety and security for all. It is our highest duty, essential business priority, and the individual responsibility of each of us to ensure that at all time and in all of our operations, the health, safety and security of the general public, our customers, subcontractors and our fellow employees are protected. We allow for no compromise in this matter, and we strive to proactively identify potential risks and take diligent corrective and preventative actions to reduce and eliminate them. In the same spirit, we support, advise and encourage our fellow employees to maintain good personal health, as well as to develop positive practices and behaviors in that respect.

VWNA Novato has had no incidents from 6/1/10 to present. This reporting period from 1/1/15 - 12/31/15 resulting in 365 days - accident/incident free. In recognition of this achievement - staff celebrated at a luncheon with gifts of appreciation. Each employee received a cash incentive reward from the Company for 5 years no loss time incidents as a group and also as individual achievements.

VWNA Novato provides daily safety topics - 5 minutes in length at each of our daily morning meeting. Subjects range from personal to job related safety topics.

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

In addition to daily safety discussion, formal monthly training of worksite relevant safety topics is conducted by the Safety Coordinator. The formal training includes testing. Test questions are answered round table style and discussed.

2015 Safety Training	
Date	Topic
January	Hazard Communication
February	Personal Protective Equipment
March	General Electrical Safety – General Awareness Overexertion – Sprains and Strains
April	Confined Space Training Lockout/Tagout – Control of Hazardous Energy
May	Electrical Safety Qualified Worker – OSHA - NFPA
June	Good Housekeeping
July	Fire Extinguishers Emergency Action Plan Overview
August	Bloodborne Pathogens
September	Ergonomics Cold Stress Prevention
October	Fall Protection Crane Safety Awareness Great Shakeout Earthquake Drill
November	Hearing Protection
December	Spill Prevention Control & Countermeasures (SPCC) Plans - Novato and Ignacio Veolia Code of Business Conduct

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

GREAT SHAKEOUT – ANNUAL EARTHQUAKE DRILL
OCTOBER 15, 2015



Top Left – Christian Williams, Duck Cover Hold

Top Right – Brian Exberger, Duck Cover Hold

Bottom Left – Inventory Emergency Supplies

Bottom Right – Brian Exberger Simulates Shutoff of Natural Gas

STAFFING AND ORGANIZATION

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

STAFFING AND ORGANIZATION

STAFFING & CERTIFICATION STATUS (Current)

John Bailey – Project Manager
Grade V California Wastewater Treatment Plant Operator #4123, December 31, 2016

Brian N. Exberger – Assistant Project Manager / Operations Manager
Grade V California Wastewater Treatment Plant Operator #10424, June 30, 2017

Lynda Rodefer – Administrative Assistant/Planner/Scheduler/Safety Coordinator

Anthony M. Silva – Operator III
Grade V California Wastewater Treatment Plant Operator #10973, December 31, 2017
Grade II Collection System Maintenance Technician, 354, January 31, 2017

Dean B. Heffelfinger – Operator III
Grade III California Wastewater Treatment Plant Operator #III-27610, June 30, 2017
Grade T2 Water Treatment Operator #34890, August 1, 2016

Christian R. Williams – Operator III
Grade IV California Wastewater Treatment Plant Operator #28555, June 30, 2016

Preston Ingram – Operator III
Grade IV California Wastewater Treatment Plant Operator #10277, June 30, 2017

Jeffrey D. Hendricks – Operator II
Grade II California Wastewater Treatment Plant Operator #II-28377, December 31, 2017
Grade I Plant Maintenance Technologist, 070750011, July 31, 2016

Ralph Loveless – Maintenance Technician/Operator II
Grade III California Wastewater Treatment Plant Operator #28638, July 10, 2017

Elizabeth G. Falejczyk – Environmental Services Manager
Operator III California Wastewater Treatment Plant Operator #6334, June 30, 2016

Kurt Hawkyard – Laboratory Technician/Pretreatment Programs Inspector
Laboratory Analyst Grade I, #130931002, September 30, 2016

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

Additional Support

Sachin Chawla – Area Manager

John O'Hare – Technical Director

Grade V, Wastewater Treatment Plant Operator, California, # 10669 (2005)

Grade IV, Wastewater Treatment Plant Operator, Association of Boards of Certification, # S40011R (2004)

Grade IV, Collection Systems, Massachusetts, #866 (1986)

Grade VII, Wastewater Treatment Plant Operator, Massachusetts, # 977 (1977)

Grade I, Environmental Compliance Inspection, California, CWEA # 04074112 (2004)

Grade I, Laboratory Analyst, California, CWEA # 05013114 (2005)

Grade I, Plant Maintenance Technologist, California, CWEA # 05075101 (2005)

Grade I, Collection System Maintenance, California, CWEA # 070121088 (2007)

Grade I, Water Distribution Operator, California Department of Public Health, #34234 (2008)



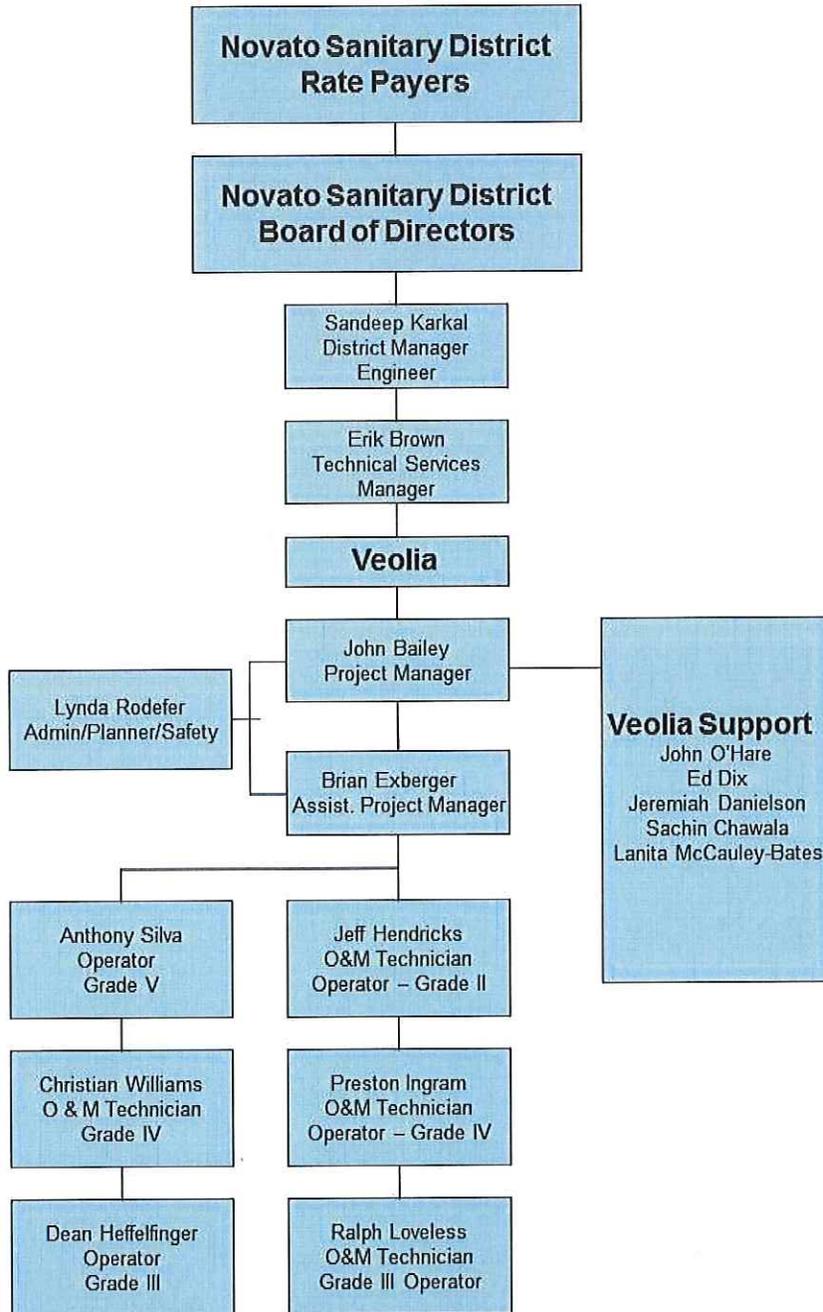
2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

Organization Chart –
 Veolia Water/Novato Sanitary District



BUDGET

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT

Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

BUDGET

ADJUSTMENTS OCCUR ON A "CONTRACT YEAR CYCLE", JULY - JUNE

The Amended and Restated Novato Operations and Maintenance Service Agreement adopted February 18, 2014 is a fixed price contract. Included in the base contract fee are operation, maintenance, and management. Exceptions to the fixed price include:

Schedule 13 – *Pass Through Costs*

Section 5.6 – Performance Bond

Schedule 8 – Cost Adjustment and Escalation Indices

Schedule 8 – Flow and Loading Adjustments

Schedule 11 – Usage Caps

- Electrical
- Natural Gas
- Diesel Fuel

Schedule 5 – Operation of Recycled Water Facility

Equipment Repair in excess of \$10,000

Fiscal Year 2014/15 service fee adjustment was 1.22%.

ATTACHMENTS

NOVATO SANITARY DISTRICT - VEOLIA PLANT FLOW

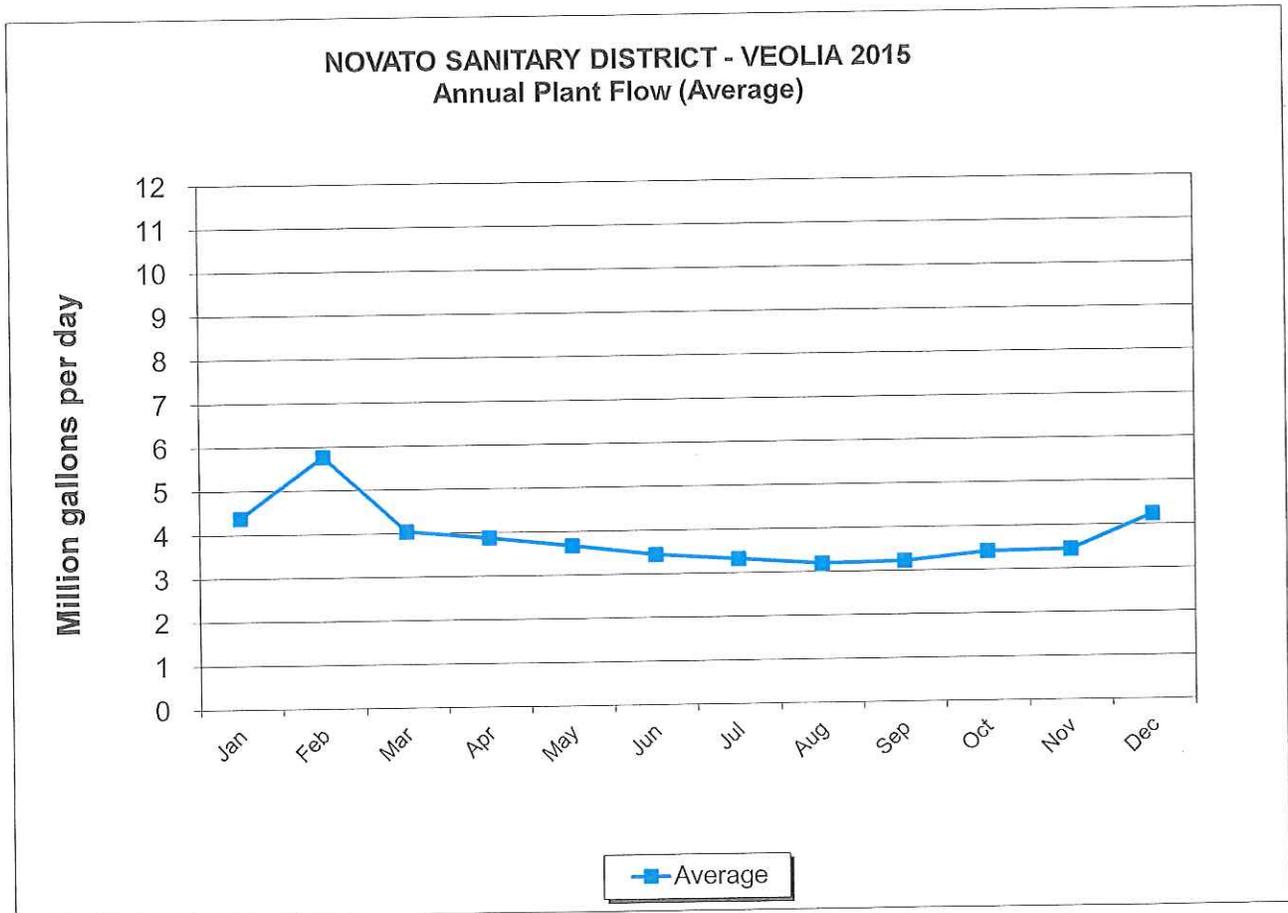
Annual Waste Characteristics & Loading Summary

(IN GALLONS TIMES 1,000,000)

YEAR: 2015

PRINT DATE: 30-Mar-2016

	Total Flow	High	Low	Average	
January	135.90	4.86	3.72	4.38	
February	161.76	14.22	3.85	5.78	
March	125.45	4.59	3.61	4.05	
April	116.41	4.72	3.49	3.88	
May	114.04	4.27	3.09	3.68	
June	103.39	3.88	3.12	3.45	
July	103.22	4.22	2.81	3.33	Three month dry weather averages:
August	99.18	3.70	2.86	3.20	
September	96.88	3.82	2.86	3.23	
October	106.26	4.12	2.92	3.43	
November	103.72	3.83	3.08	3.46	
December	127.22	9.33	3.19	4.24	
ANNUAL TOTAL	1393.43				
ANNUAL MAX.	161.76	14.22			Max. 3.33
ANNUAL MIN.	96.88		2.81		Min. 3.20
ANNUAL AVG.	116.12			3.84	Avg. Dry Weather Flow 3.25



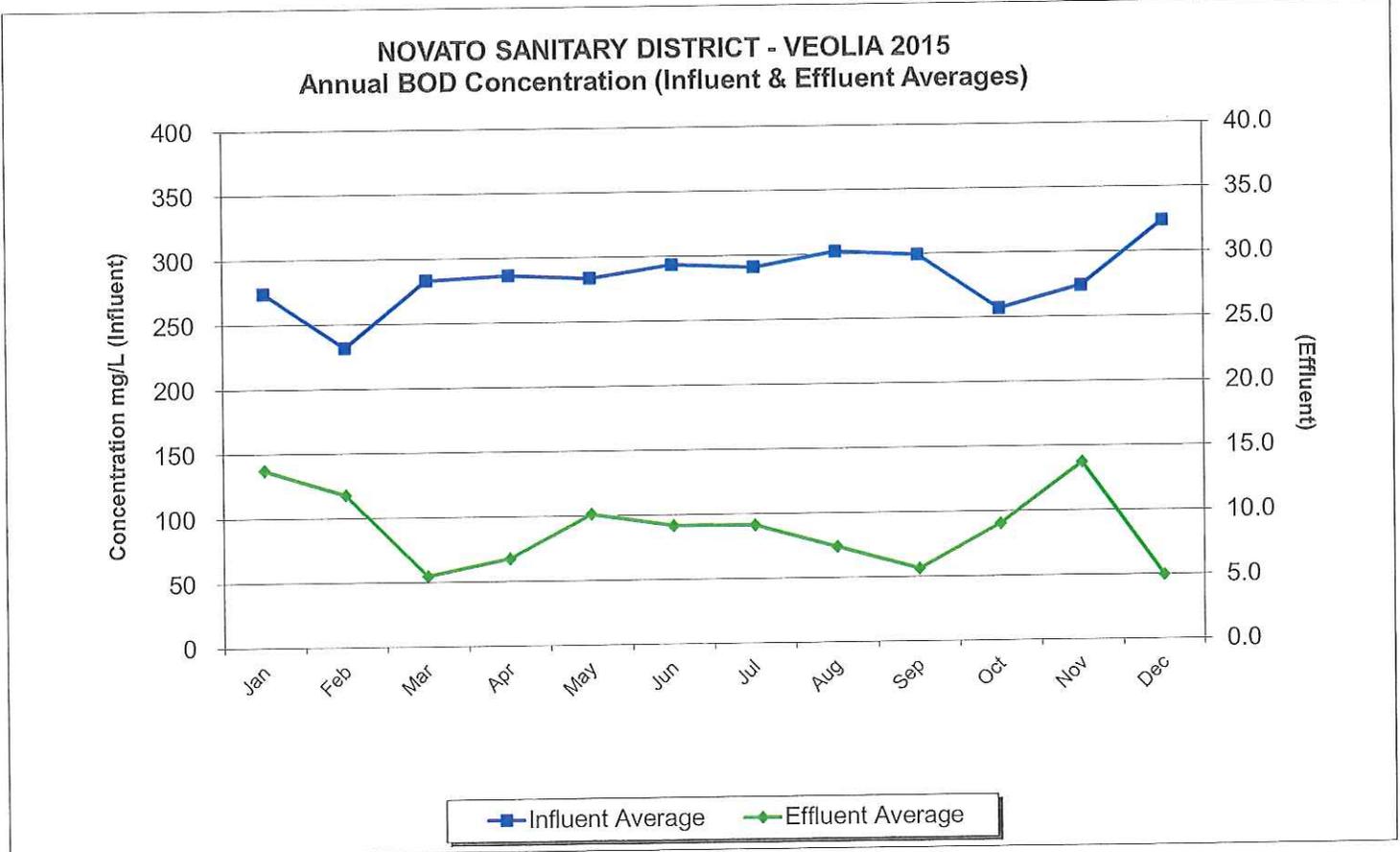
**NOVATO SANITARY DISTRICT - VEOLIA
BOD (Influent & Effluent)**

Annual Waste Characteristics & Loading Summary

YEAR: 2015

PRINT DATE: 30-Mar-2016

	INFLUENT							EFFLUENT						
	Concentration (mg/L)			No. of Samples	Loading (lb/day)			Concentration (mg/L)			No. of Samples	Loading (lb/day)		
	High	Low	Average		High	Low	Average	High	Low	Average		High	Low	Average
January	340	220	274	12	13668	7669	10062	28.0	6.0	13.8	12	904	236	495
February	324	169	232	11	24183	7246	11144	23.0	5.0	11.8	11	1648	203	602
March	352	253	283	12	11449	7923	9635	7.0	5.0	5.5	12	228	156	187
April	347	209	287	15	11576	6763	9308	11.0	5.0	6.8	15	370	153	221
May	342	217	284	12	11780	6860	8781	19.0	5.0	10.2	12	654	137	319
June	356	240	294	15	9887	6525	8417	21.0	5.0	9.2	15	606	143	263
July	342	259	291	12	11490	6940	8404	19.0	5.0	9.2	12	593	131	271
August	394	228	302	12	10909	5800	8172	9.0	6.0	7.4	12	249	163	200
September	347	254	299	5	10158	7038	7865	7.0	5.0	5.7	15	180	120	151
October	282	246	257	4	8326	6515	7328	36.0	5.0	9.1	12	212	138	164
November	340	220	274	12	10293	6220	7821	28.0	6.0	13.8	12	722	177	388
December	390	220	324	5	11829	8679	10289	5.0	5.0	5.0	7	197	134	162
ANNUAL HIGH	394	259	324	15	24183	8679	11144	36.0	6.0	13.8	15	1648	236	602
ANNUAL LOW	282	169	232	4	8326	5800	7328	5.0	5.0	5.0	7	180	120	151
ANNUAL AVG.	346	228	284	11	12129	7015	8935	17.8	5.3	8.9	12	547	158	285



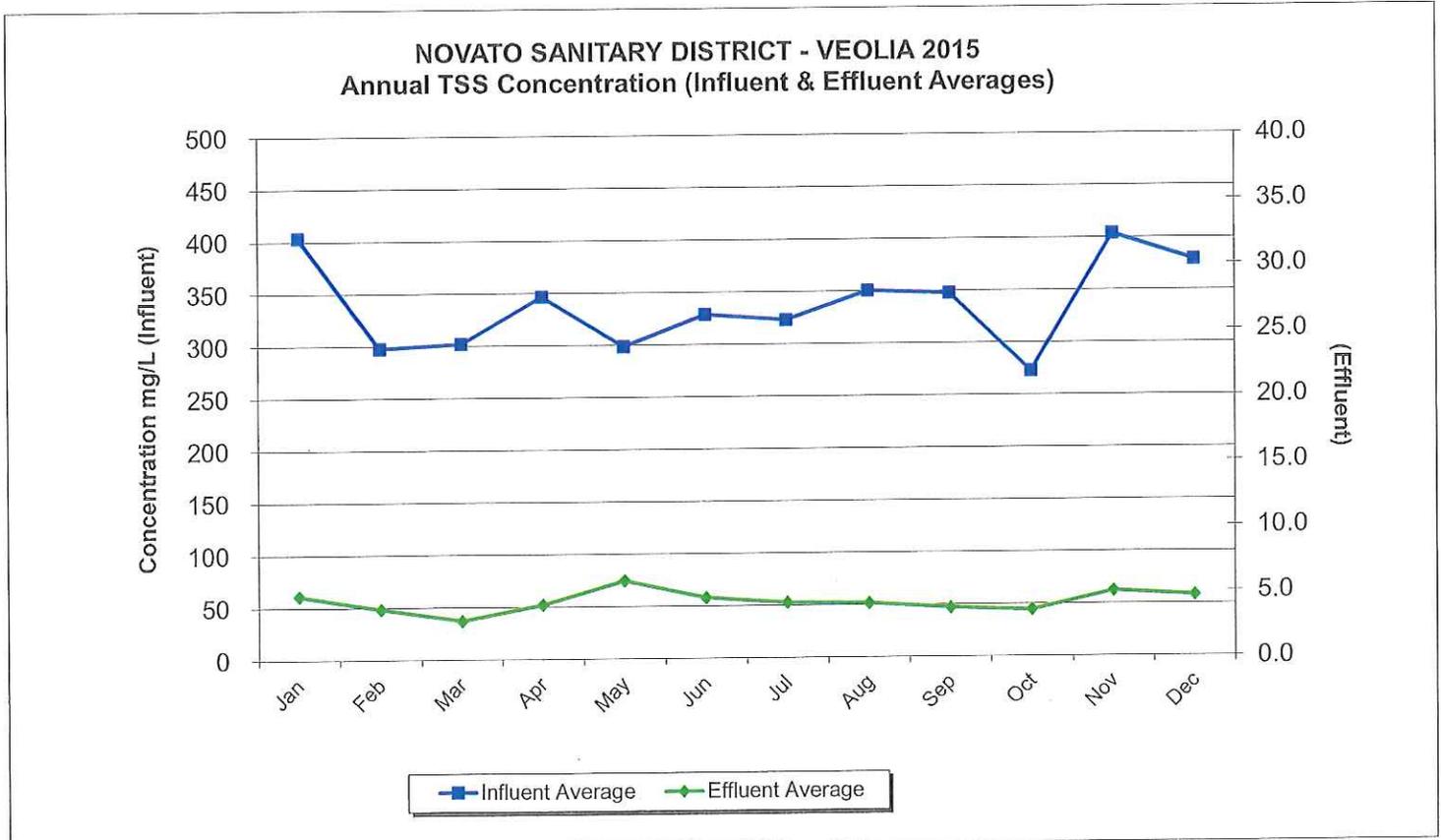
**NOVATO SANITARY DISTRICT - VEOLIA
SUSPENDED SOLIDS (Influent & Effluent)**

Annual Waste Characteristics & Loading Summary

YEAR: 2015

PRINT DATE: 30-Mar-2016

	INFLUENT							EFFLUENT						
	Concentration (mg/L)			No. of Samples	Loading (lb/day)			Concentration (mg/L)			No. of Samples	Loading (lb/day)		
	High	Low	Average		High	Low	Average	High	Low	Average		High	Low	Average
January	681	284	404	12	27375	10327	14915	7.0	2.0	4.9	12	275	74	180
February	413	222	298	12	33197	9702	14261	10.0	3.0	3.9	12	785	96	219
March	466	231	302	12	15390	8694	10249	3.0	3.0	3.0	12	115	94	102
April	508	235	347	15	14957	7898	11214	8.0	3.0	4.2	15	262	93	136
May	439	244	299	12	13437	6919	9254	16.0	3.0	6.0	12	531	82	189
June	475	254	329	15	13192	7266	9432	8.0	3.0	4.7	15	249	82	134
July	448	266	323	12	15095	6633	9383	8.0	3.0	4.3	12	235	75	124
August	443	285	351	12	12281	7326	9506	14.0	3.0	4.2	12	356	76	111
September	432	289	348	5	12646	6990	9234	8.0	3.0	3.8	5	234	72	106
October	307	238	273	4	8689	6252	7787	6.0	3.0	3.6	4	146	78	100
November	681	284	404	12	20617	8077	11492	7.0	3.0	5.0	12	211	77	144
December	607	194	379	5	20604	7653	12214	5.0	4.0	4.7	5	203	116	159
ANNUAL HIGH	681	289	404	15	33197	10327	14915	16.0	4.0	6.0	15	785	116	219
ANNUAL LOW	307	194	273	4	8689	6252	7787	3.0	2.0	3.0	4	115	72	100
ANNUAL AVG.	492	252	338	11	17290	7811	10745	8.3	3.0	4.3	11	300	84	142



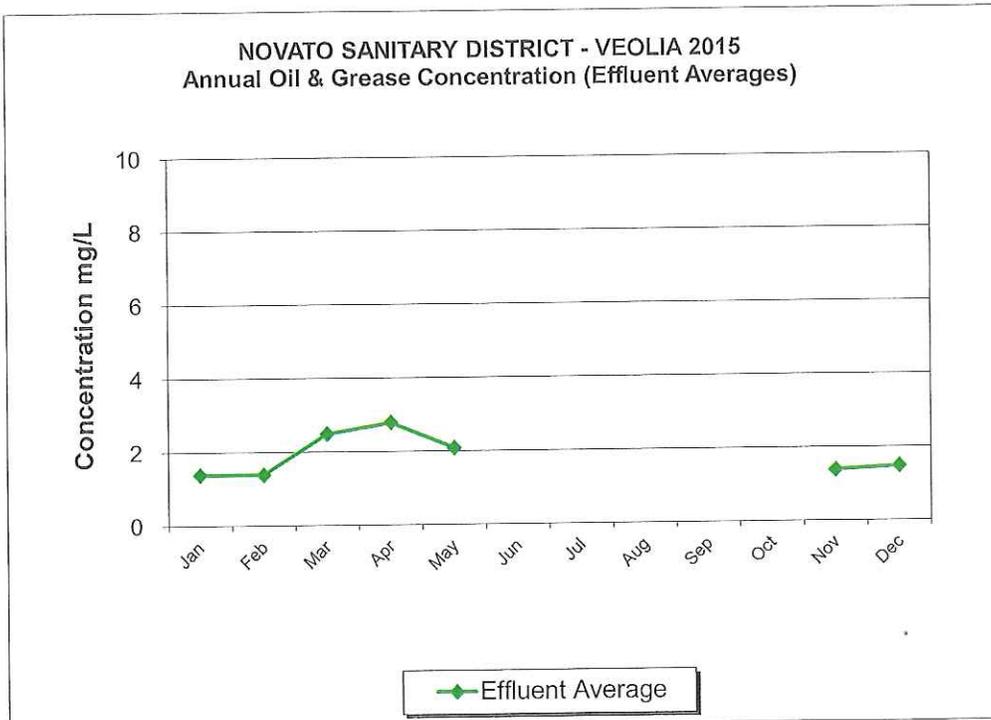
**NOVATO SANITARY DISTRICT - VEOLIA
OIL & GREASE (Effluent)**

Annual Waste Characteristics & Loading Summary

YEAR: 2015

PRINT DATE: 30-Mar-2016

	EFFLUENT						
	Concentration (mg/L)			No. of Samples	Loading (lb/day)		
	High	Low	Average		High	Low	Average
January	1.4	1.4	1.4	1	55	55	55
February	1.4	1.4	1.4	1	65	65	65
March	2.5	2.5	2.5	1	91	91	91
April	2.8	2.8	2.8	1	94	94	94
May	2.1	2.1	2.1	1	60	60	60
June				0			
July				0			
August				0			
September				0			
October				0			
November	1.4	1.4	1.4	1	41	41	41
December	1.5	1.5	1.5	1	47	47	47
ANNUAL HIGH	2.8	2.8	2.8	1	94	94	94
ANNUAL LOW	1.4	1.4	1.4	0	41	41	41
ANNUAL AVG.	1.9	1.9	1.9	1	65	65	65



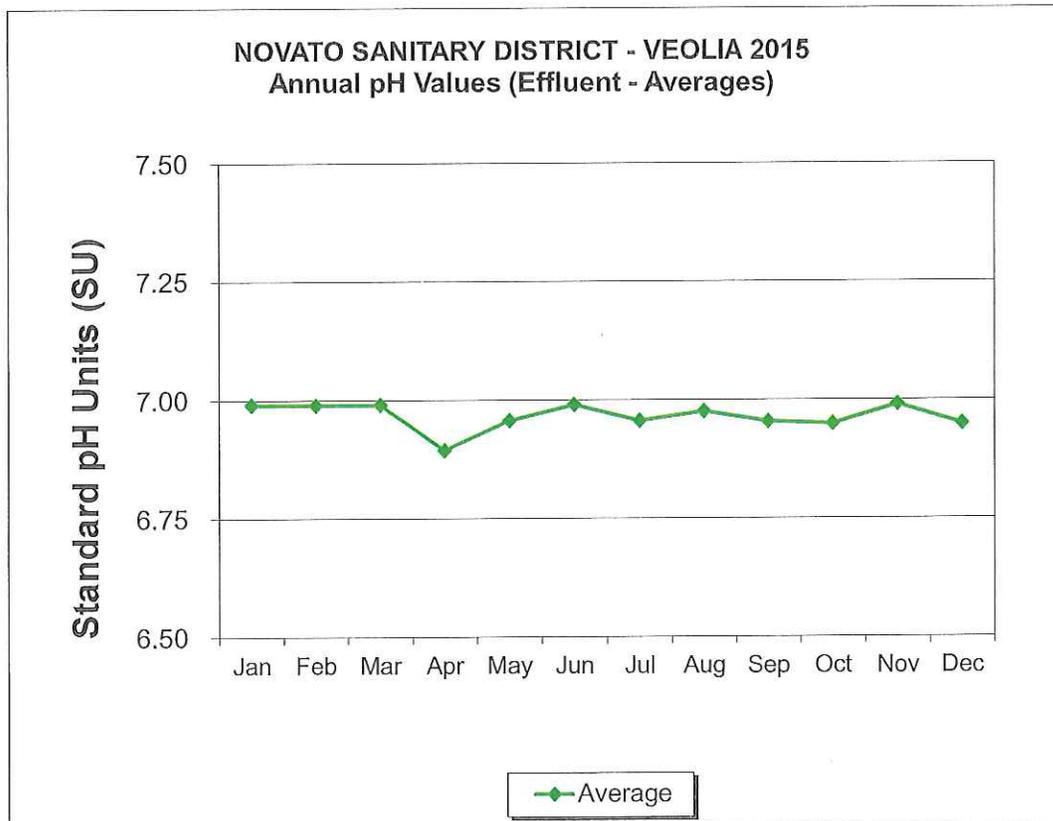
**NOVATO SANITARY DISTRICT - VEOLIA
pH (Effluent)**

Annual Waste Characteristics & Loading Summary

YEAR: 2015

PRINT DATE: 30-Mar-2016

	High	Low	Average	Number of Samples			
January	7.1	6.9	7.0	22			
February	7.1	6.9	7.0	20			
March	7.1	6.8	7.0	22			
April	7.0	6.8	6.9	22			
May	7.1	6.8	7.0	21			
June	7.2	6.8	7.0	22			
July	7.0	6.9	7.0	23			
August	7.1	6.9	7.0	21			
September	7.0	6.8	7.0	22			
October	7.0	6.8	7.0	22			
November	7.1	6.9	7.0	22			
December	7.1	6.7	7.0	22			
				Number of Samples Total = 261			
ANNUAL MAX.	7.20	6.90	6.99	1st Qtr.	64	2nd Qtr.	65
ANNUAL MIN.	7.00	6.70	6.90	3rd Qtr.	66	4th Qtr.	66
ANNUAL AVG.	7.08	6.83	6.97				



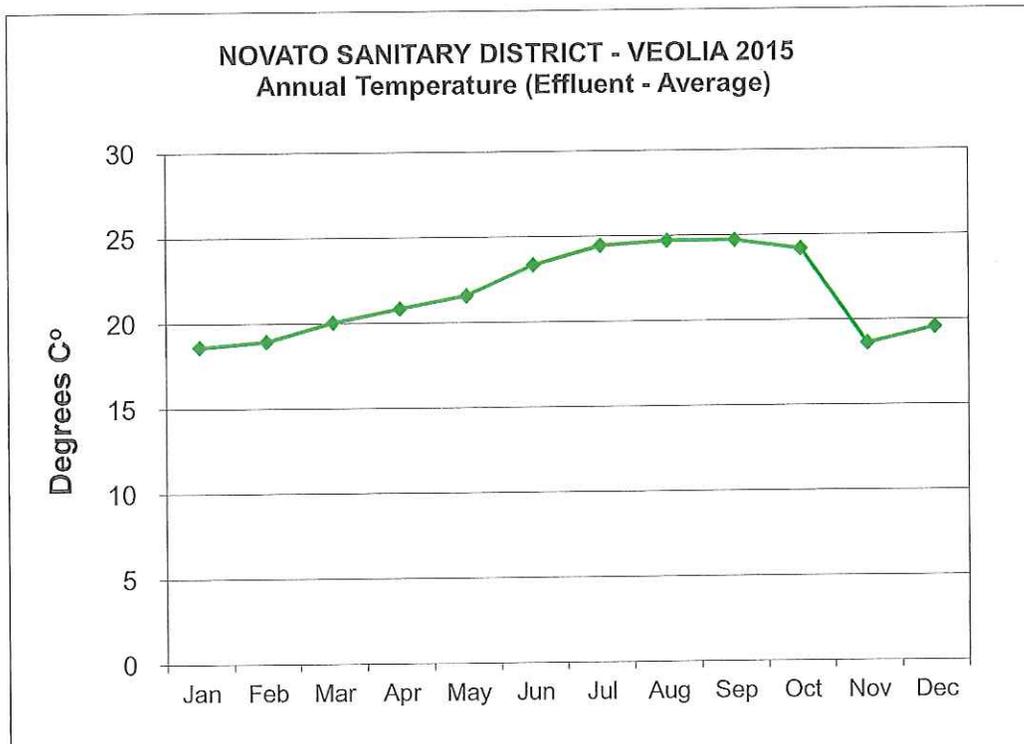
**NOVATO SANITARY DISTRICT - VEOLIA
TEMPERATURE (Effluent)**

Annual Waste Characteristics & Loading Summary

YEAR: 2015

PRINT DATE: 30-Mar-2016

	High	Low	Average	Number of Samples			
January	19.3	17.7	18.6	22.0			
February	19.5	18.1	19.0	20.0			
March	21.1	18.5	20.1	22.0			
April	21.8	19.7	20.9	22.0			
May	22.2	20.9	21.6	21.0			
June	24.4	21.9	23.4	22.0			
July	25.4	23.5	24.5	23.0			
August	26.1	23.7	24.7	21.0			
September	25.7	23.1	24.7	22.0			
October	24.9	23.5	24.2	22.0			
November	19.3	17.7	18.6	22.0			
December	21.4	18.3	19.6	22.0			
				Number of Samples Total = 261			
ANNUAL MAX.	26.1	23.7	24.7	1st Qtr.	64	2nd Qtr.	65
ANNUAL MIN.	19.3	17.7	18.6	3rd Qtr.	66	4th Qtr.	66
ANNUAL AVG.	22.6	20.6	21.6				



COMMUNITY OUTREACH

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

Community Outreach Activities 2015

Veolia is proud to be a member of the Novato community and we are committed to supporting local activities. The following are events and organizations supported by Veolia in 2015.

School Fuel – Tour of Novato

Member Rotary Club Novato Sunrise (RCNS)

2015 American Crown Circus/Circus Osorio (RCNS)

Member – Novato Chamber of Commerce

Margaret Todd Senior Center Monthly Birthday Celebrations

Senior Pharmaceutical Collection

Senior Craft Fair

Senior Health Fair

Senior Health and Fitness Day

Rotary Club of Ignacio – Novato Bike and Hike

Chamber of Commerce Annual Golf Tournament

North Bay Leadership Council - Algebra Academy

North Bay Science Fair

Paint The Town Red – “Novato Birthday Bash”

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

NORTH BAY SCIENCE FAIR
October 24, 2015



VEOLIA STAFF – Brian Exberger, John O'Hare, Lynda Rodefer, and John Bailey participated in the North Bay Science and Discovery Fair. The Veolia display highlighted water science, microbiology, and the inner workings of a wastewater treatment plant.

RECYCLED WATER PRODUCTION

2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

TITLE 22 – Recycled Water Production Report for 2015

All water produced by the NSD Recycled Water Facility was distributed by the North Marin Water District (NMWD).

Compliance testing for coliform was performed at the NMWD laboratory, NMWD is an ELAP certified facility.

RW Table 1 below provides a summary of the quantity and quality of recycled water produced by NSD.

RW Table 1

Novato Sanitary District 2015 Recycled Water Production Data								
	Water Delivered (Million Gal)	Effluent Turbidity (NTU)		Effluent CT Value (mg min/L)		Effluent Coliform (mpn/100 ml)		Notes
Criteria	1.7 mgd	<2		>450		<2.2		
		Max	Ave	Min	Ave	Max	7Med	
January	0.278	0.7	0.5	>450	>450	<2	<2	
February	*0.593							No Production in February
March	6.293	1.5	0.9	>450	>450	<2	<2	
April	7.890	2.0	1.5	>450	>450	220	4.5	See RW Table 2 for Violation Details
May	16.224	1.8	1.2	>450	>450	350	4.5	See RW Table 2 for Violation Details
June	13.309	2.0	1.4	>450	>450	<2	<2	
July	8.456	1.8	1.1	>450	>450	<2	<2	
August	19.064	1.5	0.9	>450	>450	<2	<2	
September	12.573	0.8	0.6	>450	>450	<2	<2	
October	10.000	1.6	1.0	>450	>450	<2	<2	
November	0.817	1.4	1.1	>450	>450	<2	<2	
December	0.000							No Production in December
TOTAL	95.497							

*Water Delivered in February was produced and stored in January.



2015 ANNUAL OPERATIONS AND MAINTENANCE REPORT
Novato Wastewater Treatment Plant and Ignacio Transfer Pump Station

DRAFT

DRAFT

DRAFT

Coliform

During the period April 25th through April 29th we experienced an inordinate number of Total Coliform values exceeding 2.2 mpn the problem surfaced again between May 11th and May 14th. During the two periods we reported three excursions in April and five in May. It is believed that all excursions were tied to a contaminated clear well used to store water during low demand and provide water during high demand. The clear well has been removed from service and will remain out of service until adequate improvements can be made to ensure reliable operation. No excursions were experienced prior to April 25th or after May 14th.

Table RW 2 below illustrates the dates and type of excursion(s).

Date	Value	Compliant	LIMITS		
			7 Sample Median >2.2 mpn	2 Sample >23 In 30 Days	>240 Any Sample
April 25, 2015	4.5	X	All sample results prior to April 28 th were compliant		
April 26, 2015	N/S				
April 27, 2015	140	X			
April 28, 2015	220			X	
April 29, 2015	4.5		X		
April 30, 2015	<2		X		
May 1, 2015	<2		X		
May 2, 2015	<2		X		
May 3, 2015	<2	X			
May 4, 2015	<2	X			
May 5, 2015	<2				
May 6, 2015	<2	X			
May 7, 2015	<2	X			
May 8, 2015	<2	X			
May 9, 2015	<2	X			
May 10, 2015	<2	X			
May 11, 2015	49			X	
May 12, 2015	<2	X			
May 13, 2015	350			X	X
May 14, 2015	5.6	X			
May 15, 2015	<2	X	All sample results after May 14 th were compliant		

NOVATO SANITARY DISTRICT BOARD AGENDA ITEM SUMMARY

TITLE: Collections System Improvements; Budget 72706 - Bel Marin Keys Trunk Sewer Emergency Repair at Ignacio Transfer Pump Station site.	MEETING DATE: April 4, 2016 AGENDA ITEM NO.: 7.b.
RECOMMENDED ACTION: Receive closeout report on emergency project at the Ignacio Transfer Pump Station site, approve the final Work Report in the amount of \$76,172.60 to replace the 57 lineal feet (LF) of the 18-inch trunk sewer, and authorize the General Manager-Chief Engineer to execute it.	
SUMMARY AND DISCUSSION: <p>At their meeting of February 8, 2016, the Board of Directors received a report and ratified the General Manager’s declaration of an emergency with potential to threaten public health or environmental quality from failure of the trunk sewer serving the industrial park along Bel Marin Keys Blvd and the surrounding area.</p> <p>At that meeting, staff had informed the Board as to how, on January 19, 2016, portions of the trunk sewer failed within the site of the old Ignacio Treatment Plant/current Ignacio Transfer Pump Station. This caused the upstream sewer system to surcharge which could have eventually caused a Sewer System Overflow (SSO) if immediate action had not been taken. Staff contacted several contractors from the District’s informal bidder’s list (Uniform Public Construction Cost Accounting Act, or “UPCCAA” list), and WR Forde Contractors (Richmond) indicated that they were available to respond as needed. Staff issued two work orders to WR Forde, one for a spot repair (to be funded from Account No. 72803), and the other to replace 57 lineal feet (LF) of the trunk sewer (to be funded from Account No. 72706). Staff preliminarily estimated repair costs for the spot repair at about \$25,000, and the 57 LF line replacement at about \$42,000.</p> <p>At this time, the repair and replacement work has been completed and the District has received invoices for both work orders. The cost to complete the spot repair was \$24,523.21, or \$476.79 less than the authorized amount of \$25,000.00. The cost to complete the line replacement was \$76,172.60, or \$34,172.60 more than the authorized amount of \$42,000.00. This higher-than-preliminarily estimated cost was due to poor soil conditions encountered during the work which resulted in higher shoring costs and need for additional imported backfill materials.</p> <p>Staff has reviewed the invoices for the work and believe they are reasonable and accurate. Staff therefore recommends that the Board authorize the General Manager - Chief Engineer to approve the final Work Report in the amount of \$76,172.60.</p>	
STRATEGIC PLAN INFORMATION: This item addresses Goal 2 (Reliable and Efficient Facilities) of the latest Strategic Plan Update.	
BUDGET INFORMATION: The repair costs will be met from Account No. 72803 – Annual Collection System Repairs (\$24,523.21) which has a current remaining balance of \$129,275; and Account No. 72706 - Collection System Improvements (\$76,172.60) which has a current remaining balance of \$395,034.	
DEPT. MGR.: srk	GENERAL MANAGER: SSK

NOVATO SANITARY DISTRICT BOARD AGENDA ITEM SUMMARY

TITLE: Recycled Water Facility (RWF) Expansion Project, Account No. 73005	MEETING DATE: April 4, 2016 AGENDA ITEM NO.: 8.a.
RECOMMENDED ACTION: Approve a contract with RMC Water Environment in the not-to-exceed amount of \$199,497 for design services related to expansion of the District's Recycled Water Facility, and authorize the General Manager-Chief Engineer to execute it.	
SUMMARY AND DISCUSSION: <p>The District implemented the Wastewater Facility Upgrade Project Contract D: Novato Recycled Water Facility (RWF) in 2011 to provide 0.85 MGD (firm capacity) of recycled water recycled water to the North Service Area in Novato. The proposed expansion of the RWF is necessitated by the planned expansion by the North Marin Water District (NMWD) of its Central Area Project which will extend NMWD's recycled water distribution pipelines into the Central Novato/Ignacio geographic areas.</p> <p>The scope of services includes Project Management; Recycled Water Facility Expansion Design for an expansion from 0.85 MGD to 1.7 MGD firm capacity including filter feed pump, backwash pump, filter, distribution pump, piping, valves, fittings and appurtenances; operational improvements including a clearwell cover, intermittent filter backwash system and filter piping modifications; regulatory coordination including a Title 22 Engineer's Report for recycled water production; and bidding services including technical support during the bidding process.</p> <p>As part of the initial Recycled Water Facility implementation, RMC Water and Environment (RMC) prepared the final design documents for the Title 22 recycled water facility in 2011. Additionally, RMC recently completed a Recycled Water Facility Expansion - Basis of Design (December 2015) for the expansion of the recycled water facility. Due to their history and familiarity with the Project, the District engaged RMC to provide a proposal for final design of the Recycled Water Facility Expansion. RMC has submitted a proposal to provide final design documents for the Project for \$199,497. Staff has reviewed the proposal and finds the proposed fee amount to be commensurate with the level of effort required.</p> <p>It is recommended that the Board approve the contract with RMC, and authorize the General Manager-Chief Engineer to execute an agreement with RMC on a time and expense reimbursement basis in the not-to-exceed amount of \$199,497.</p>	
STRATEGIC PLAN INFORMATION: This item addresses Goal 2 (Reliable, Environmental and Efficient Facilities) of the latest Strategic Plan Update.	
BUDGET INFORMATION: The FY2015-16 budget for Account No. 73005 includes a budget amount of \$150,000, and the preliminary FY16-17 budget includes \$1,120,000. Additionally, it is anticipated that 25% funding for the design, or approximately \$50,000, will be provided through the US Bureau of Reclamation Title XVI (WaterSMART) program.	
DEPT. MGR.: eb	GENERAL MANAGER: SSK

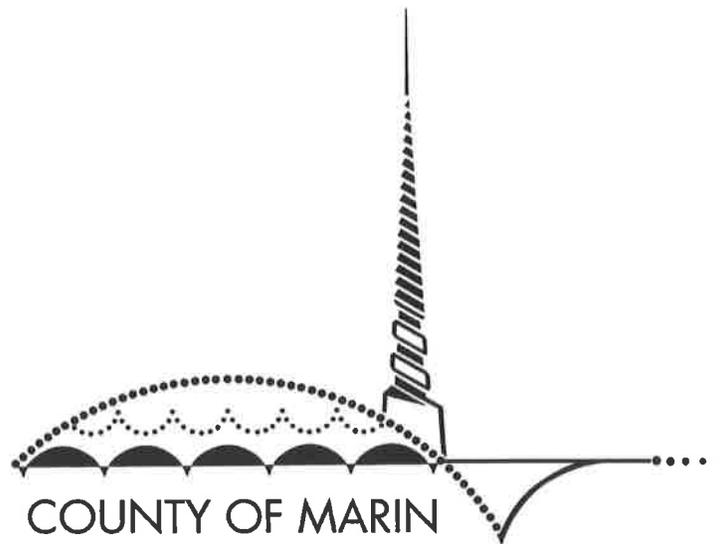
NOVATO SANITARY DISTRICT BOARD AGENDA ITEM SUMMARY

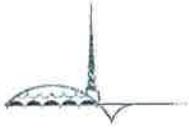
TITLE: Board of Directors: 2015-16 Grand Jury Report	MEETING DATE: April 4, 2016 AGENDA ITEM NO.: 9.a.
RECOMMENDED ACTION: Receive the 2015-16 Marin County Civil Grand Jury Report titled “2015-16 Web Transparency Report Card, Bringing Marin County’s Local Governments to Light”, and commend staff and the District’s communications consultant Rauch Communications for their work on the District website.	
SUMMARY AND DISCUSSION: <p>The Marin County Civil Grand Jury has published the referenced Report. The Report (along with ancillary information) is attached herein.</p> <p>The Report contains Findings (designated by an “F”) and Recommendations (designated by an “R”). There are five (5) Findings and five (5) Recommendations in the Report. There are no findings or recommendations in the Report that relate to the District.</p> <p>In fact, of the 126 local agencies audited by the Grand Jury, the District is only one of three agencies that is deemed to have satisfied all applicable recommendations. Therefore, the Grand Jury is not requiring the District to respond to the report, although we are invited to do so if we choose to (see page 14 of the Grand Jury Report).</p> <p>The District is also one of only six agencies to be rated an A+ by the Grand Jury (see page 35 of the report) in terms of the Grand Jury’s web transparency scorecard.</p> <p>It is also worth noting that the District is also the ONLY entity that: (a) received an A+ rating, AND (b) Is not required to provide any further responses or clarifications to the Grand Jury. All of the other A+ rated entities have to provide a response to at least one recommendation of the Grand Jury report.</p> <p>Procedurally, the District is required to comply with Penal Code Section 933.05 and the Brown Act in preparing and conveying any responses to the Grand Jury and the authorizing Superior Court judge.</p> <p>Since no response is required, it is recommended that the Board receive the report, and commend staff and the District’s communications consultant Rauch Communications for their efforts with resulted in the District receiving the Grand Jury’s favorable ratings of the District’s website and web transparency.</p>	
STRATEGIC PLAN INFORMATION: This item addresses Goal 3 (Board, District, and Community, Alignment and Communications); and Goal 5 (Effective Governance and Administration) of the latest Strategic Plan Update.	
DEPT. MGR.: ssk	GENERAL MANAGER: SSK

2015/2016 MARIN COUNTY CIVIL GRAND JURY

2015-16 Web Transparency Report Card Bringing Marin County's Local Governments to Light

Report Date: March 10, 2016
Public Release Date: March 17, 2016





2015-16 Web Transparency Report Card Bringing Marin County's Local Governments to Light

SUMMARY

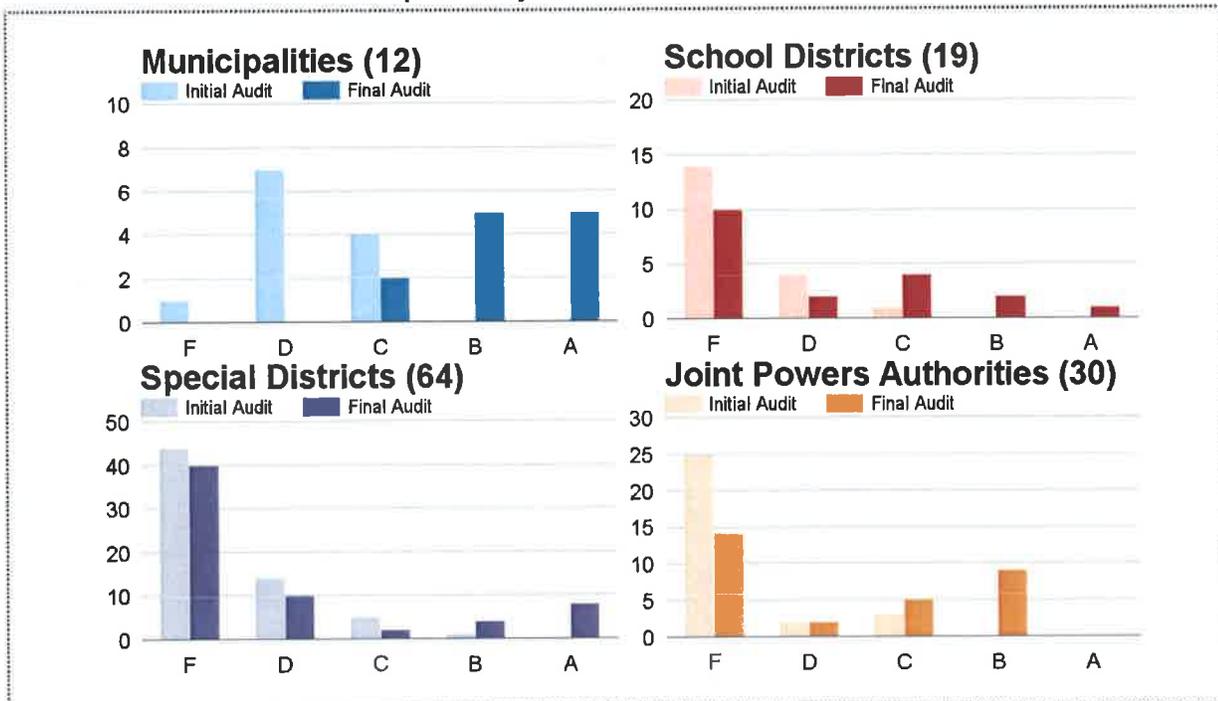
How important are government websites? In April 2015, the Pew Research Center reported¹ that "65% of Americans in the prior 12 months have used the internet to find data or information pertaining to government". Between October 2015 and January 2016, the Marin County Civil Grand Jury audited local government agencies' websites to evaluate the quality of online information such as budgets, audits and board member information. We found serious deficiencies. The Grand Jury provided each agency with our preliminary audits and described our approach. All agencies were offered the opportunity to improve their websites for a final audit. Many websites significantly improved, while others remained deficient. This audit report provides transparency improvement recommendations for Marin local agency websites.

126 local agencies were audited: 12 municipalities, 19 school districts, 64 special districts, 30 joint powers authorities (JPAs), and 1 rail district.

59 local agencies improved their websites, and 34 received a grade of B- or better.

27 local agencies have no website: 19 special districts and 8 joint powers authorities (JPAs).

Web Transparency Grade Distributions (F to A)



¹ http://pewinternet.org/files/2014/10/PI_OpenData_072815.pdf

BACKGROUND

"A lack of transparency results in distrust and a deep sense of insecurity."

□ Dalai Lama

Marin residents are likely unaware of all the various agencies that serve them. Their property tax bills list² the charges assessed by these local agencies³: county, city, school, joint powers authorities, rail districts, special districts, and assessment districts. Appendix A illustrates a sample Marin property tax bill.

Increasing transparency for a local agency makes it easier to understand where tax dollars go. Residents should be able to easily find the description of services provided, the names and contact information of board members and management, the budget, agendas and minutes of meetings, and other information. Today, the most common source of information is the Internet. Compared with other information sources (i.e., phone calls or emails), online searching is often faster, more detailed, always accessible and anonymous.

An effective website presence can also benefit an agency. In the study, *Smarter eGovernment: The Economics of Online Services in Utah* (sponsored by the National Information Consortium⁴), the Center for Public Policy and Administration at the University of Utah found that Utah was able to save a total of \$46 million in the period of 2007-2011 by making traditionally "offline" (in-office) services available online.

State law requires transparency: The Ralph M. Brown Act (public meetings), The California Public Records Act (record keeping), California Fair Political Practices Reporting Requirements (economic interests), and financial reporting. While there is currently no requirement for an agency to have a website, there has been a growing movement to make governmental information available online (the "Open Data" movement). In 2013, President Obama signed an executive order "...that made open and machine-readable data the new default for government information"⁵, which launched Project Open Data. In 2014, Governor Brown signed Assembly Bill (AB) 2040⁶ requiring all local agencies that maintain websites to conspicuously post the annual compensation of its elected officials, officers, and employees. And in 2015, Governor Brown signed Assembly Bill (AB) 169⁷ and Senate Bill (SB) 272⁸

² The paper tax bill lists a subset of, while an online viewable bill on the County of Marin's Assessor's webpage (<http://www.marincounty.org/depts/ar/divisions/assessor/search-assessor-records>) details all the legal charges.

³ See glossary for definitions of agency types.

⁴ egov.com

⁵ <https://www.whitehouse.gov/open>

⁶ http://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201320140AB2040

⁷ https://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201520160AB169

⁸ http://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201520160SB272

requiring all local agencies that maintain websites (except for school districts⁹) to make more of their information publicly available and searchable online.

Around the United States, several well-respected organizations have developed web transparency checklists for public agencies¹⁰. When the Grand Jury examined these checklists, we found items that either did not apply to California agencies or only applied to a specific type of agency. We decided to combine the best of each of these lists to create a single list of nine criteria that could apply to all Marin agencies, and added a tenth agency-specific criterion:

Web Transparency Checklist Criteria

1. Overview

- Mission Statement: What is the agency's reason for existing?
- Description of services/functions: What actions does the agency undertake and what services does the agency provide?
- Boundary of service area: What specific area does the agency serve?

2. Budget

- Budget for current fiscal year
- Budget for the three years prior to the current year
- Financial reserves policy: What is the agency's policy for designated reserves and reserve funds? (The policy should be in the agency policy manual but also may be restated and found in the budget or audit reports)

3. Meetings

- Board meeting schedule: When specifically does the agency meet?
- Archive of Board meeting agendas & minutes for at least the last 6 months: Both approved minutes and past agendas

4. Elected & Appointed Officials

- Board members (names, contact info, terms of office, compensation, and biography): Who specifically represents the public on the Board? How can the public contact them? When were they elected (or appointed)? How much do they earn in this role (as required by Assembly Bill 2040 – in effect since January 1, 2015)? What background about the members illustrates their expertise for serving on the Board?
- Election procedure and deadlines: If the public wishes to apply to be on the Board, how and when can they do so?
- Reimbursement and compensation policy: Which (if any) expenses incurred by the Board are reimbursed?

⁹ While these bills excluded school districts, the Grand Jury recognizes schools spend a large amount of tax dollars fulfilling their mission, and parents research their enrollment options using public information.

¹⁰ Sunshine Review (now Ballotpedia) (http://ballotpedia.org/Transparency_checklist), Illinois Policy (<https://www.illinoispolicy.org/10-point-transparency-checklist/>), Institute for Local Government (<http://www.ca-ilg.org/post/local-agency-website-transparency-opportunities>), and the Special District Leadership Foundation (<http://www.sdlf.org/#!/transparency/c0u>)

5. Administrative Officials

- General manager and key staff (names, contact info, compensation, and benefits): Who specifically runs the agency on a day-to-day basis? How can the public contact them? How much do they earn in this role (as required by Assembly Bill 2040 in effect since January 1, 2015)? What specific benefits are they eligible for (healthcare, retirement plan, educational benefits, etc.)?

6. Audits

- Current financial audit
- Financial audits for the three years prior to the current year

7. Contracts

- Current requests for proposals and bidding opportunities (over \$25,000 in value)
- Instructions on how to submit a bid or proposal
- Approved in force vendor contracts (over \$25,000 in value)

8. Public Records

- Online/downloadable Public Records Act (or FOIA) request form: What is the best way for the public to request public records?

9. Revenue Sources

- Summary of fees received: fees-for-services (if any)?
- Summary of revenue sources: bonds, taxes, and/or grants?

10. Other (Agency Specific Criterion)

- Municipalities: Total number of lobbyists employed and total spent on lobbying, downloadable permit applications, and zoning ordinances
- School Districts:
 - i. For K-12: School Accountability Report Card (SARC), California Assessment of Student Performance and Progress (CAASPP), and the California Healthy Kids Survey (CHKS)
 - ii. For College: California Community Colleges Student Success Scorecard
- Special Districts: Authorizing statute/enabling act (Principal Act or Special Act) and board member ethics training certificates
- Rail Districts: A copy of the Governing Documentation: As enacted by Congress
- JPAs: A copy of the Joint Powers Agreement: As filed and adopted

METHODOLOGY

Each agency's website was visited and each checklist item was validated for ease of access.

However, the first problem the Grand Jury encountered was that there was no single comprehensive list of agencies in Marin County. The Grand Jury found the following lists:

- Special Districts In Marin 2015 (Marin County Department of Finance)¹¹
- Index of Boards and Commissions (Marin County Board of Supervisors)¹²
- Marin School District Websites (Marin County of Education)¹³
- Directory of Local Marin County Governments (Marin LAFCO)¹⁴
- What Are Special Districts and Why Do They Matter? (Marin County Civil Grand Jury)¹⁵
- Roster of Public Agencies (Marin County Clerk)¹⁶

These lists were inconsistent, incomplete and/or out-of-date. The Grand Jury worked with the Marin County Department of Finance to create an up-to-date comprehensive list of agencies¹⁷ and their contact information (see Appendix B). Specifically not included in the list of Marin-based agencies are a number of regional agencies that are funded in part by Marin taxpayers, including:

- Association of Bay Area Governments
- Bay Area Air Quality Management District
- Golden Gate Bridge, Highway & Transportation District
- Local Agency Formation Commission
- Metropolitan Transportation Commission
- National Association of Counties
- North Bay Watershed Association
- North Coast Railroad Authority

For transparency and ease of use, detailed information about each agency should be found with a few "clicks." Information that is buried in an agency's board minutes or on other websites not available in-a-click from the agency's website is not in the spirit of transparency. Long and complex PDF (Portable Document Format) documents, such as a budget or an audit report, must be text-searchable, and not simply a picture of a page of text, to easily find specific details.

¹¹ <http://marincounty.org/depts/df/special-districts>

¹² <http://apps.marincounty.org/bosboardsandcomm/default.aspx>

¹³ <http://marinschools.org/MCOE/District-Sites/Pages/default.aspx>

¹⁴ <http://lafco.marin.org/index.php/directory-list>

¹⁵ http://marincounty.org/~media/files/departments/gj/reports-responses/2013/spd_master_list_report.pdf

¹⁶ California Government Code §53051 requires public agencies to file a Statement of Facts within 70 days after the commencement of its legal existence. See Appendix C for the current State of California Statement of Facts.

¹⁷ It is quite likely that our search for Marin public agencies will still not uncover all of the agencies, due to inconsistent self-reporting to the California State Controller.

Using the agency-specific checklist, the Grand Jury assigned a minimum of two auditors to independently review each website to ensure audit correctness:

- Appendix D: Web Transparency Checklist for Marin Cities, Towns, and County
- Appendix E: Web Transparency Checklist for Marin School Districts
- Appendix F: Web Transparency Checklist for Marin Special Districts
- Appendix G: Web Transparency Checklist for Rail Districts
- Appendix H: Web Transparency Checklist for Marin Joint Powers Authorities (JPAs)

After completing the preliminary audit, the Grand Jury then shared with each agency a description of the audit process and the agency’s audit results. Agencies that chose to improve their website could complete an online self-audit form¹⁸, which the Grand Jury utilized in our final follow-up audit. Based on these findings, we then assigned a grade to each agency according to the Sunshine Review’s rubric¹⁹ to produce a report card (see example at right).

The scoring rubric grade was determined based on the number of points on the checklist for which the criteria was completely met. If an agency partially met the criteria, no points were awarded (but partially meeting the checklist was denoted with an “incomplete”). A point scale determined the letter grade awarded:

Points	0-2	3	4	5	6	7	8	9	10
Grade	F	D-	D	C-	C	B-	B	A-	A+

Example Agency	
GRADE: B	
Overview	✓
Budget	✓
Meetings	✓
Elected Officials	✓
Administrative Officials	✓
Audits	✓
Contracts	✗
Public Records	✓
Revenue Sources	✓
Agency Specific	◐

- ✓ PRESENT
- ✗ MISSING
- ◐ INCOMPLETE

In 2013, Sunshine Review²⁰ calculated average web transparency grades for California counties (B), California cities (B+) and California schools (B). The Grand Jury believes that Marin should be as good as the California averages, and therefore selected B- as the minimum acceptable web transparency grade.

The final scorecards²¹ are listed in appendices:

- Appendix I: Marin Cities, Towns, and County Web Transparency Scorecards
- Appendix J: Marin School District Web Transparency Scorecards
- Appendix K: Marin Special District Web Transparency Scorecards
- Appendix L: Marin Rail District Web Transparency Scorecard
- Appendix M: Marin Joint Powers Authority Web Transparency Scorecards

¹⁸ We provided a minimum of one month’s time as well as technical support for the self-audit process.

¹⁹ http://ballotpedia.org/Transparency_report_card_%282013%29

²⁰ Ibid.

²¹ Scorecards were tabulated after the October 2015 - January 2016 audits were concluded.

DISCUSSION

Website Creation

Although most Marin agencies have web sites, there is still a perception that not every agency has the resources to easily create and maintain a website. But, modern website creation software has made it possible for a non-tech-savvy person to manage website content easily (see Appendix N). For small agencies, it is not necessary to make a large investment to create a website. A simple website highlighting what the agency does, key agency contacts, board agendas, and audited budgets can encourage citizen participation and improve staff efficiency (answering frequently asked questions online). For larger agencies, it is an opportunity to showcase achievements and build trust with local citizenry.

Self-Auditing Feedback

After sharing the results of the preliminary web transparency audit with Marin County agencies, the Grand Jury received feedback, much of it agreeing with our preliminary audit's goals and results:

- “The best practices transparency checklist you provided was very helpful and I believe we have indeed improved the quality of our website, making key information more easily accessible. Based on this experience we plan to make additional changes to our website in a continuous effort to be as transparent as possible”
- “We have made substantive changes to our web site. Additional items will be added in the same spirit and intent as they become available. Thank you for your evaluation and the opportunity for response.”
- “We believe that your recommendations regarding providing online/downloadable Public Records Act (or FOIA) request forms is an important topic for our Board to review and consider as a potential exhibit item..”
- “...We are always trying to improve our website and online resources. I find this report card very helpful and have already started to make some improvements... We are starting the process to procure a new website and I think this will help us greatly as we put together the design and specifications ...”
- “We are in the midst of a website redevelopment project, and have noted the need to make these important items easier to find. We are taking this opportunity to create a "Transparency" webpage where any user can find all items on your list in one easy to find location.”
- “Thank you for the opportunity to demonstrate our agency's commitment to transparency on its website. The web transparency checklist was very helpful in two ways. First, to make sure our website contains all of the information on the checklist, but also going through the review process showed that we can (and will) reorganize some of the information to make it even easier to find. We also plan to supplement the information in a few areas.”
- “We have spent the last month working with our web developer and the best practices transparency list you sent. We developed a page that follows the identical format listed in this best practice guide, with links to the information required. We are very excited about this addition to our site and look forward to augmenting beyond what the Grand Jury has listed.”

Some of the feedback the Grand Jury received expressed a difference of opinion with the web transparency audit criteria:

- “One of the items of transparency listed is a biography of each elected board member. We have intentionally not posted this.”
- “Our agency’s staff relies on the public to tell us specifically what items are missing from our website that the public would like posted. We make every effort to then post the material in a timely manner.”
- “The agency does not have a website. Public information is made available in accordance with the Public Records Act.”
- “[Budget] available upon request ... and was advised not to post by legal counsel.”

The Grand Jury granted an extension to any agency that needed more time to update their website and to complete their self-audit. Some agencies stated they had insufficient resources to complete work within the given timeframe.

The County of Marin

The County of Marin is responsible for at least 28 special districts²² and 4 JPAs²³. The Grand Jury questions why 20 of these agencies do not have websites. After sharing the results of our preliminary audits of these 32 agencies with the County, we received correspondence²⁴ from the County indicating that while some of the transparency criteria will be implemented in the future (contracts and municipal-specific), the notion of “...providing and maintaining duplicative information regarding each distinct special district, community (sic) service area, flood control zone, permanent road division, joint powers agreement/agency (JPA’s), etc. does not appear to be the best way to provide straightforward information to our residents. Most of these are better described as financing mechanisms rather than municipal agencies. We believe that a single source of information is easier for residents to review and understand.” and “...we should also note that the Marin Local Agency Formation Commission (LAFCO) includes descriptive information regarding special districts and JPAs on its website, as well as information regarding other entities independent of the County of Marin.”

While the Grand Jury supports the desire of the County to provide straightforward information, we disagree with the County’s approach. Marin LAFCO’s digital directory is provided as a service to the community, but there is no requirement that the directory be accurate or up-to-date. Since not all of the County Service Areas (CSAs) have websites, a citizen cannot easily understand a CSA’s purpose, decision-making, and budgetary actions. It is unreasonable to ask citizens to become experts in sleuthing to find information. As a service to the citizens, the County could create a single web page (for each of

²² Dependent Special Districts: Bolinas Highlands Permanent Road Division, CSA #1 through CSA #33, Inverness Subdivision No. 2 Permanent Road Division, Marin County Fire Department, Marin County Flood Control and Water Conservation District, Marin County Lighting District, Marin County Open Space District, Monte Cristo Permanent Road Division, Mt View Ave-Lagunitas Permanent Road Division, Murray Park Sewer Maintenance District, Paradise Estate Permanent Road Division, Rush Creek Lighting and Landscape, and San Quentin Village Sewer Maintenance District.

²³ JPAs: Gateway Improvement Authority, Gateway Refinancing Authority, Marin County Capital Improvements Financing Authority, and Marin County Open Space Financing Authority.

²⁴ Dated December 8, 2015

the dependent special districts and JPAs), that describes the role of the local agency with links to all the transparency criteria that can be found elsewhere on the County's website, and create its own digital directory of these local agencies.

Common Web Transparency Deficiencies

In reviewing all the Marin County agency websites and self-audits, we found a number of transparency criteria that were commonly missed:

1. **Overview:** Agencies often mistakenly considered a departmental list the same as a description of the public benefits of their services/functions. A boundary of service area can be easily understood with a map.
2. **Budget:** Finding key information in these long and complex documents often requires a text search, which is impossible if the budgets are in a non-text-searchable document format.
3. **Meetings:** Keep the meeting schedule and archive up-to-date.
4. **Elected & Appointed Officials:** While most agencies listed the names of the Board members, complete information about the Board members (contact info, terms of office, compensation, and biography) was often missing. Agencies were sometimes confused about where election procedures and deadlines can be found, often suggesting this information can be found at Marin County's Elections/Registrar of Voters. While this website has a wealth of general information, specific information about the procedures and deadlines should be clearly described on the agency's website.
5. **Administrative Officials:** Instead of showing actual salaries and benefits (as required by Assembly Bill (AB) 2040), we often found salary schedules instead. This was most commonly seen with school districts. We recommend putting a link to the agency's Government Compensation in California page (<http://publicpay.ca.gov/>)
6. **Audits:** Finding key financial information in these long and complex documents often requires a text search, which is impossible if the audits are in a non-text-searchable document format.
7. **Contracts:** Agencies often did not show their approved vendor contracts.
8. **Public Records:** If an agency does not have an online/downloadable Public Records Act (or FOIA) request form, specify how the public can contact the agency for more information (an email address or phone number, for example).
9. **Revenue Sources:** Agencies generally understood this criterion.
10. **Other (Agency Specific):** Agencies also generally understood this criterion.

It is the hope of the Grand Jury that all local government agencies' websites will continue to improve the accessibility, accuracy, completeness and usefulness of available online information for the public's benefit. Having seen web transparency grades improve from F to A+ during the audit process, we know it is possible.

"A democracy requires accountability and accountability requires transparency."

□ President Barack Obama

FINDINGS

- F1. As of January 4, 2016, 27 Marin local agencies lacked public websites (and of the 99 agencies that have web sites, 65 did not satisfy the Grand Jury's web transparency criteria as of that date).
- F2. Inspecting the Marin County Clerk's Roster of Public Agencies, the Grand Jury discovered a majority of local agencies out of compliance per California Government Code §53051 (no filings or outdated filings).
- F3. Effective January 1, 2015, Assembly Bill (AB) 2040 requires that if a public agency "maintains an Internet Web site, it shall post, in a conspicuous location on its Internet Web site, information on the annual compensation of its elected officials, officers, and employees that is submitted to the Controller under §53891." The Grand Jury discovered a majority of the agencies were out of compliance (and potentially at-risk for fines and/or audit), per California Government Code sections 53895, 53895.7, and 53896).
- F4. The County of Marin does not currently publish a definitive list of all its dependent special districts and JPAs.
- F5. Marin County's Roster of Public Agencies is available for viewing only as hard copy at the office of the Marin County Clerk.

RECOMMENDATIONS

- R1. The agency should improve its web transparency score to "B-" (or better), by updating its website and submitting the appropriate self-audit form. The form may be obtained by emailing: grandjury-audit@marincounty.org
- R2. The agency should file and keep updated its Statement of Facts with the California Secretary of State and the Marin County Clerk as required by California Code §53051.
- R3. The agency should update its website to include information of the annual compensation of its elected officials, officers and employees; and this information should also be submitted to the Controller, as required by Sections 12463 and 53909 of the California Government Code.
- R4. The Marin County Board of Supervisors should create a comprehensive online "digital directory" with links to all County of Marin's dependent special districts and JPAs.
- R5. To further improve web transparency, the County Clerk of Marin County should allow public remote Internet access to its Roster of Public Agencies.

REQUEST FOR RESPONSES

Pursuant to Penal Code section 933.05, the Grand Jury requests responses as follows:

From the following governing bodies:

- Almonte Sanitary District (R1, R2, R3)
- Alto Sanitary District (R1, R2, R3)
- Bel Marin Keys CSD (R1, R2, R3)
- Belvedere-Tiburon Joint Recreation Committee District (R1, R2)
- Belvedere-Tiburon Library Agency (R2, R3)
- Bolinas Community Public Utility District (R2)
- Bolinas Fire Protection District (R1, R2, R3)
- Bolinas Highlands Permanent Road Division (R1, R2, R3)
- Bolinas-Stinson Union District (R1, R3)
- Central Marin Police Authority (R1, R3)
- Central Marin Sanitation Agency (R2)
- City Of Belvedere (R2)
- City Of Larkspur (R2)
- City Of Mill Valley (R2)
- City Of Novato (R2, R3)
- City Of San Rafael (R2)
- City Of Sausalito (R2)
- Corte Madera Sanitary District No 2 (R1, R2, R3)
- County Of Marin (R1, R4, R5)
- CSA #1 (Loma Verde) (R1, R2, R3)
- CSA #6 (Gallinas Creek) (R1, R2, R3)
- CSA #9 (Northbridge) (R1, R2, R3)
- CSA #13 (Lucas Valley) (R1, R2, R3)
- CSA #14 (Homestead Valley) (R1, R2, R3)
- CSA #16 (Greenbrae) (R1, R2, R3)
- CSA #17 (Kentfield) (R1, R2, R3)
- CSA #18 (Las Gallinas) (R1, R2, R3)
- CSA #19 (San Rafael) (R1, R2, R3)
- CSA #20 (Indian Valley, Dominga Canyon) (R1, R2, R3)
- CSA #23 (Terra Linda) (R1, R2, R3)
- CSA #25 (Unincorporated Novato) (R1, R2, R3)
- CSA #27 (Ross Valley Paramedic) (R1, R2, R3)
- CSA #28 (West Marin Paramedic) (R1, R2, R3)
- CSA #29 (Paradise Cay) (R1, R2, R3)
- CSA #31 (County Fire) (R1, R2, R3)
- CSA #33 (Stinson Beach) (R1, R2, R3)

- Dixie School District (R1, R3)
- Fairfax Financing Authority (R1, R2, R3)
- Firehouse Community Park Agency (R1, R2, R3)
- Gateway Improvement Authority (R2, R3)
- Gateway Refinancing Authority (R2, R3)
- Homestead Valley Sanitary District (R1, R2, R3)
- Inverness Public Utility District (R1, R2, R3)
- Inverness Subdivision No. 2 Permanent Road Division (R1, R2, R3)
- Kentfield Fire Protection District (R1)
- Kentfield School District (R1, R3)
- Laguna Joint School District (R1, R3)
- Lagunitas School District (R1, R3)
- Larkspur Marina Financing Authority (R1, R2, R3)
- Larkspur-Corte Madera School District (R3)
- Las Gallinas Valley Sanitary District (R2)
- Lincoln School District (R1, R3)
- Marin City CSD (R1, R2, R3)
- Marin Clean Energy (R1, R2, R3)
- Marin Community College District (R1, R3)
- Marin County Capital Improvements Financing Authority (R1, R2, R3)
- Marin County Fire Department (R1, R2, R3)
- Marin County Flood Control And Water Conservation District (R1, R2, R3)
- Marin County Hazardous And Solid Waste Joint Powers Authority (R2, R3)
- Marin County Lighting District (R1, R2, R3)
- Marin County Major Crimes Task Force (R1, R2, R3)
- Marin County Open Space District (R1, R3)
- Marin County Open Space Financing Authority (R1, R2, R3)
- Marin County Transit District (R3)
- Marin General Services Authority (R1, R2, R3)
- Marin Healthcare District (R1, R2, R3)
- Marin Municipal Water District (R3)
- Marin Municipal Water District Financing Corporation (R1, R3)
- Marin Pupil Transportation Agency (R1, R2, R3)
- Marin Resource Conservation District (R2)
- Marin Schools Insurance Authority (R1, R2)
- Marin Telecommunications Agency (R2, R3)
- Marin/Sonoma Mosquito & Vector Control District (R2)
- Marinnet Consortium Joint Powers Authority (R1, R2, R3)
- Marinwood Community Service District (R1, R2, R3)
- Mill Valley Financing Authority (R1, R2, R3)
- Mill Valley School District (R1, R3)

- Monte Cristo Permanent Road Division (R1, R2, R3)
- Mt View Ave-Lagunitas Permanent Road Division (R1, R2, R3)
- Muir Beach Community Services District (R1, R2, R3)
- Murray Park Sewer Maintenance District (R1, R2, R3)
- Nicasio School District (R1, R3)
- North Marin Water District (R2)
- Northern CA Community Colleges Self Insurance Authority (R1, R2, R3)
- Novato - Kendon Lane Improvement (R1, R2, R3)
- Novato Fire Protection District (R2)
- Novato Public Finance Authority (R1, R2, R3)
- Paradise Estate Permanent Road Division (R1, R2, R3)
- Reed Union School District (R1, R3)
- Richardson Bay Regional Agency (R1, R2, R3)
- Richardson Bay Sanitary District (R1, R2, R3)
- Ross School District (R1, R3)
- Ross Valley Fire Department (R1, R2)
- Ross Valley Paramedic Authority (R2)
- Ross Valley Sanitary District (R1, R2, R3)
- Ross Valley School District (R3)
- Rush Creek Lighting And Landscape (R1, R2, R3)
- San Quentin Village Sewer Maintenance District (R1, R2, R3)
- San Rafael City Schools (R1, R3)
- San Rafael Joint Powers Financing Authority (R1, R2, R3)
- San Rafael Sanitation District (R1, R3)
- Sausalito - Marin City Sanitary District (R2)
- Sausalito Marin City School District (R1, R3)
- Sewerage Agency Of Southern Marin (R1, R3)
- Shoreline Unified School District (R1, R3)
- Sleepy Hollow Fire Protection District (R1, R2, R3)
- Sonoma-Marin Area Rail Transit (R1, R2, R3)
- Southern Marin Emergency Medical-Paramedic System (R2)
- Southern Marin Fire Protection District (R2, R3)
- Stinson Beach County Water District (R1, R2, R3)
- Stinson Beach Fire Protection District (R1, R2, R3)
- Strawberry Recreation District (R1, R2)
- Tamalpais Community Services District (R2)
- Tamalpais Union High School District (R1, R3)
- Tiburon Fire Protection District (R1, R2, R3)
- Tiburon Sanitary District #5 (R1, R2, R3)
- Tomales Village Community Services District (R1, R2, R3)
- Town Of Corte Madera (R2)

- Town Of Fairfax (R2)
- Town Of Ross (R1, R2, R3)
- Town Of San Anselmo (R2)
- Town Of Tiburon (R2)
- Union Joint School District (R1, R3)

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

INVITED TO RESPOND

Since the following agencies have satisfied all applicable recommendations, the governing bodies are invited to respond to this report but are not required to do so:

- Marin Emergency Radio Authority
- Novato Sanitary District
- Novato Unified School District

Note: At the time this report was prepared, website transparency information was available at the sites listed.

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

APPENDIX A: Sample Marin Assessor Bill for Tax Year 2015

Property Tax Breakdown By Fund

Fund Id	Tax Rate	Fund Title	Contact Information	Amount
	1.0000	BASIC TAX		7729.18
101160		COUNTY FREE LIBRARY MEAS A	LESLIE GALIANI (415) 473-4370	49.00
102587		FCZ #1 - NOVATO	DAVE NICHOLSON (415) 473-6535	9.00
105110		MS MOSQUITO #1	MARIA GARCIA-ADARVE (800) 273-5167	12.00
105250		NOVATO FIRE PROTECTION DISTRICT	DAN HOM (415) 878-2690	442.84
105427		SANITARY #6 - NOVATO	ROBIN MERRILL XT 109 (415) 892-1694	533.00
107651		NOVATO UNIFIED SCHOOL	RENEE BRACKEN (415) 493-4262	251.00
108934	0.0027	MARIN COM COLLEGE2004-1 C-11/04	DEPT OF FINANCE TAX DIVISION (415) 473-6168	20.86
108937	0.0161	NOVATO SCHOOL BNDS'05 A-11/2001	DEPT OF FINANCE TAX DIVISION (415) 473-6168	124.42
108940	0.0289	NOVATO SCHOOL BNDS'06 A-11/2001	DEPT OF FINANCE TAX DIVISION (415) 473-6168	223.36
108945	0.0067	MARIN COM COLLEGE2004-2 C-11/04	DEPT OF FINANCE TAX DIVISION (415) 473-6168	51.78
108949	0.0038	MARIN COM COLLEGE2004-3 C-11/04	DEPT OF FINANCE TAX DIVISION (415) 473-6168	29.36
108957	0.0167	NOVATO SCHOOLS-2011 REFUNDING	DEPT OF FINANCE TAX DIVISION (415) 473-6168	129.06
108967	0.0048	MARIN COM COLLEGE 2004-4 C-11/04	PROPERTY TAX DIVISION (415) 473-6168	37.10
109130		LIBRARY ZONE #2 COUN MARIN	LESLIE GALIANI (415) 473-4370	36.00
109159		CITY OF NOVATO-RUNOFF CHARGE	HARRIS & ASSOCIATES (866) 427-4304	15.00
109254	0.0037	NOVATO CITY BONDS-SERIES 2007	DEPT OF FINANCE TAX DIVISION (415) 473-6168	28.58
109278	0.0146	CITY OF NOVATO REFUNDING	DEPT OF FINANCE TAX DIVISION (415) 473-6168	112.84
Total Bill Charges:				9834.38

The above information has been extracted from the Assessor's Equalized Tax Roll and reflects the most recent tax bill.

APPENDIX B: Marin County Agency List

Agency Name	Type	Agency Web Address (URL)
Almonte Sanitary District	SPD	almontesd.org
Alto Sanitary District	SPD	altosanitarydistrict.org
Bel Marin Keys CSD	SPD	bmkcsd.us
Belvedere, City Of	MUNI	cityofbelvedere.org
Belvedere-Tiburon Joint Recreation Committee District	JPA	cityofbelvedere.org/index.aspx?NID=211
Belvedere-Tiburon Library Agency	JPA	beltlibrary.org
Bolinas Community Public Utility District	SPD	bcpud.org
Bolinas Fire Protection District	SPD	bolinasfire.org
Bolinas Highlands Permanent Road Division	SPD	-
Bolinas-Stinson Union District	SCH	bolinas-stinson.org
Central Marin Police Authority	JPA	centralmarinpolice.org
Central Marin Sanitation Agency	JPA	cmsa.us
Corte Madera, Town Of	MUNI	townofcortemadera.org
Corte Madera Sanitary District No 2	SPD	townofcortemadera.org/391/Sanitary-District-No-2
CSA #1 (Loma Verde)	SPD	-
CSA #6 (Gallinas Creek)	SPD	apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdID=27&return=default.aspx
CSA #9 (Northbridge)	SPD	-
CSA #13 (Lucas Valley)	SPD	-
CSA #14 (Homestead Valley)	SPD	-
CSA #16 (Greenbrae)	SPD	marincountyparks.org/depts/pk/about-us/main/board-meeting-archives/csa-16
CSA #17 (Kentfield)	SPD	-
CSA #18 (Las Gallinas)	SPD	apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdID=20&return=default.aspx
CSA #19 (San Rafael)	SPD	-
CSA #20 (Indian Valley, Dominga Canyon)	SPD	apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdID=100&return=default.aspx
CSA #23 (Terra Linda)	SPD	-
CSA #25 (Unincorporated Novato)	SPD	-

Agency Type: JPA = Joint Powers Authority / MUNI = Municipality / RAIL = Rail / SCH = School / SPD = Special District

APPENDIX B: Marin County Agency List (cont'd)

Agency Name	Type	Agency Web Address (URL)
CSA #27 (Ross Valley Paramedic)	SPD	-
CSA #28 (West Marin Paramedic)	SPD	-
CSA #29 (Paradise Cay)	SPD	apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdlID=26&return=default.aspx
CSA #31 (County Fire)	SPD	-
CSA #33 (Stinson Beach)	SPD	apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdlID=92&return=default.aspx
Dixie School District	SCH	dixieschooldistrict.org
Fairfax, Town Of	MUNI	town-of-fairfax.org
Fairfax Financing Authority	JPA	town-of-fairfax.org/html/council.html
Firehouse Community Park Agency	JPA	-
Gateway Improvement Authority	JPA	marincounty.org/depts/cd/divisions/planning/gateway-improvement-authority
Gateway Refinancing Authority	JPA	marincounty.org/depts/cd/divisions/planning/gateway-refinancing-authority
Homestead Valley Sanitary District	SPD	homesteadvalleysd.org
Inverness Public Utility District	SPD	invernesspud.org
Inverness Subdivision No. 2 Permanent Road Division	SPD	-
Kentfield Fire Protection District	SPD	kentfieldfire.org
Kentfield School District	SCH	kentfieldschools.org
Laguna Joint School District	SCH	lagunaschool.org
Lagunitas School District	SCH	lagunitas.org
Larkspur, City Of	MUNI	larkspurcityhall.org
Larkspur Marina Financing Authority	JPA	-
Larkspur-Corte Madera School District	SCH	lcmschools.org
Las Gallinas Valley Sanitary District	SPD	lgvsd.org
Lincoln School District	SCH	districts.marinschools.org/sites/lincoln/SitePages/Home.aspx
Marin City CSD	SPD	marincitygov.org
Marin Clean Energy	JPA	moecleanenergy.org
Marin Community College District	SCH	marin.edu

Agency Type: JPA = Joint Powers Authority / MUNI = Municipality / RAIL = Rail / SCH = School / SPD = Special District

APPENDIX B: Marin County Agency List (cont'd)

Agency Name	Type	Agency Web Address (URL)
Marin County	MUNI	marincounty.org
Marin County Capital Improvements Financing Authority	JPA	-
Marin County Fire Department	SPD	marincountyfire.org
Marin County Flood Control And Water Conservation District	SPD	marinwatersheds.org/flood_control_zones.html
Marin County Hazardous And Solid Waste Joint Powers Authority	JPA	zerowastemarin.org
Marin County Law Library ²⁵	SPD	marincountylawlibrary.org
Marin County Lighting District	SPD	-
Marin County Major Crimes Task Force	JPA	marinsheriff.org/about.aspx?gi_id=95
Marin County Open Space District	SPD	marincountyparks.org/depts/pk/divisions/open-space
Marin County Open Space Financing Authority	JPA	-
Marin County Transit District	SPD	marintransit.org
Marin Emergency Radio Authority	JPA	meraonline.org/index.cfm
Marin General Services Authority	JPA	maringsa.org
Marin Healthcare District	SPD	marinhealthcare.org
Marin Municipal Water District	SPD	marinwater.org
Marin Municipal Water District Financing Corporation	JPA	-
Marin Pupil Transportation Agency	JPA	-
Marin Resource Conservation District	SPD	marinrcod.org
Marin Schools Insurance Authority	JPA	msiajpa.org
Marin Telecommunications Agency	JPA	mtamarin.org
Marin/Sonoma Mosquito & Vector Control District	SPD	msmosquito.com
Marinet Consortium Joint Powers Authority	JPA	marinet.lib.ca.us/screens/help_marinet.html
Marinwood Community Service District	SPD	marinwood.org
Mill Valley, City Of	MUNI	cityofmillvalley.org

Agency Type: JPA = Joint Powers Authority / MUNI = Municipality / RAIL = Rail / SCH = School / SPD = Special District

²⁵ Found too late for inclusion in web transparency audit

APPENDIX B: Marin County Agency List (cont'd)

Agency Name	Type	Agency Web Address (URL)
Mill Valley Financing Authority	JPA	cityofmillvalley.org/Index.aspx?page=1694
Mill Valley School District	SCH	mvschools.org
Monte Cristo Permanent Road Division	SPD	-
Mt View Ave-Lagunitas Permanent Road Division	SPD	-
Muir Beach Community Services District	SPD	muirbeachcsd.com
Murray Park Sewer Maintenance District	SPD	marincounty.org/depts/pw/divisions/capital-projects/sewer-districts
Nicasio School District	SCH	nicasio.school.org
North Marin Water District	SPD	nmwd.com
Northern CA Community Colleges Self Insurance Authority	JPA	-
Novato, City Of	MUNI	novato.org
Novato - Kendon Lane Improvement	SPD	-
Novato Fire Protection District	SPD	novatofire.org
Novato Public Finance Authority	JPA	novato.org/government/boards-commissions-committees/novato-public-finance-authority
Novato Sanitary District	SPD	novatosan.com
Novato Unified School District	SCH	nUSD.org
Paradise Estate Permanent Road Division	SPD	-
Reed Union School District	SCH	reedschools.org
Richardson Bay Regional Agency	JPA	rbra.ca.gov
Richardson Bay Sanitary District	SPD	richardsonbaysd.org
Ross, Town Of	MUNI	townofross.org
Ross School District	SCH	rossbears.org
Ross Valley Fire Department	JPA	rossvalleyfire.org
Ross Valley Paramedic Authority	JPA	rossvalleypa.org
Ross Valley Sanitary District	SPD	rvsd.org
Ross Valley School District	SCH	rossvalleyschools.org
Rush Creek Lighting And Landscape	SPD	-
San Anselmo, Town Of	MUNI	townofsananselmo.org

Agency Type: JPA = Joint Powers Authority / MUNI = Municipality / RAIL = Rail / SCH = School / SPD = Special District

APPENDIX B: Marin County Agency List (cont'd)

Agency Name	Type	Agency Web Address (URL)
San Quentin Village Sewer Maintenance District	SPD	marincounty.org/depts/pw/divisions/capital-projects/sewer-districts
San Rafael, City Of	MUNI	cityofsanrafael.org
San Rafael City Schools	SCH	srcs.org
San Rafael Joint Powers Financing Authority	JPA	-
San Rafael Sanitation District	SPD	cityofsanrafael.org/pubworks-home
Sausalito, City Of	MUNI	ci.sausalito.ca.us
Sausalito - Marin City Sanitary District	SPD	sausalitomarincitysanitarydistrict.com
Sausalito Financing Authority ²⁶	JPA	-
Sausalito Marin City School District	SCH	smcsd.org
Sewerage Agency Of Southern Marin	JPA	cityofmillvalley.org/Index.aspx?page=49
Shoreline Unified School District	SCH	shorelineunified.org
Sleepy Hollow Fire Protection District	SPD	shfpd.org
Sonoma-Marin Area Rail Transit	RAIL	sonomamarintrain.org
Southern Marin Emergency Medical-Paramedic System	JPA	smemps.org
Southern Marin Fire Protection District	SPD	southernmarinfire.org
Stinson Beach County Water District	SPD	stinson-beach-cwd.dst.ca.us
Stinson Beach Fire Protection District	SPD	stinsonbeachfire.com
Strawberry Recreation District	SPD	strawberry.marin.org
Tamalpais Community Services District	SPD	tcsd.us
Tamalpais Union High School District	SCH	tamdistrict.org
Tiburon, Town Of	MUNI	townoftiburon.org
Tiburon Fire Protection District	SPD	tiburonfire.org
Tiburon Sanitary District #5	SPD	sani5.org
Tomaes Village Community Services District	SPD	tomalescsd.ca.gov
Transportation Authority of Marin ²⁷	JPA	tam.ca.gov
Union Joint School District	SCH	districts.marinschools.org/sites/Union/SitePages/Home.aspx

!Agency Type: JPA = Joint Powers Authority / MUNI = Municipality / RAIL = Rail / SCH = School / SPD = Special District !

²⁶ Found too late for inclusion in web transparency audit

²⁷ Found too late for inclusion in web transparency audit

APPENDIX C: State of California Statement of Facts



State of California
Secretary of State

STATEMENT OF FACTS
ROSTER OF PUBLIC AGENCIES FILING
(Government Code section 53051)

(Office Use Only)

Instructions:

1. Complete and mail to: Secretary of State,
P.O. Box 942870, Sacramento, CA 94277-2870 (916) 653-3984
2. A street address must be given as the official mailing address or as the address of the presiding officer.
3. Complete addresses as required.
4. If you need additional space, attach information on an 8½" X 11" page, one sided and legible.

New Filing Update

Legal name of Public Agency: _____

Nature of Update: _____

County: _____

Official Mailing Address: _____

Name and Address of each member of the governing board:

Chairman, President or other Presiding Officer (Indicate Title): _____

Name: _____ Address: _____

Secretary or Clerk (Indicate Title): _____

Name: _____ Address: _____

Members:

Name: _____ Address: _____

RETURN ACKNOWLEDGMENT TO: (Type or Print)

NAME	Date
ADDRESS	Signature
CITY/STATE/ZIP	Typed Name and Title

SEC/STATE NPSF 405 Rev 04/2015

From: <http://www.sos.ca.gov/business-programs/special-filings/forms>

APPENDIX D: Web Transparency Checklist for Marin Cities, Towns, and County



Criteria	Features
Overview	<input type="checkbox"/> Mission Statement (“What we do”) <input type="checkbox"/> Description of services/functions <input type="checkbox"/> Boundary of service area
Budget	<input type="checkbox"/> Budget for current fiscal year, <input type="checkbox"/> Budget for the past three years <input type="checkbox"/> Financial reserves policy
Meetings	<input type="checkbox"/> Board meeting schedule <input type="checkbox"/> Archive of Board meeting agendas & minutes for at least the last 6 months
Elected & Appointed Officials	<input type="checkbox"/> Board members (names, contact info, terms of office, compensation, and biography) <input type="checkbox"/> Election procedure and deadlines, <input type="checkbox"/> Reimbursement and compensation policy
Administrative Officials	<input type="checkbox"/> General manager and key staff (names, contact info, compensation, and benefits)
Audits	<input type="checkbox"/> Current financial audit <input type="checkbox"/> Financial audits for the past three years
Contracts	<input type="checkbox"/> Current requests for proposals and bidding opportunities (more than \$25,000 in value) <input type="checkbox"/> Instructions on how to submit a bid or proposal <input type="checkbox"/> Approved vendor contracts (more than \$25,000 in value)
Public Records	<input type="checkbox"/> Online/downloadable Public Records Act (or FOIA) request form
Revenue Sources	<input type="checkbox"/> Summary of fees received and summary of revenue sources
Municipal Specific	<input type="checkbox"/> Total number of lobbyists employed and total spent on lobbying <input type="checkbox"/> Downloadable permit applications <input type="checkbox"/> Zoning ordinances

APPENDIX E: Web Transparency Checklist for Marin School Districts



Criteria	Features
Overview	<input type="checkbox"/> Mission Statement ("What we do") <input type="checkbox"/> Description of services/functions <input type="checkbox"/> Boundary of service area
Budget	<input type="checkbox"/> Budget for current fiscal year, <input type="checkbox"/> Budget for the past three years <input type="checkbox"/> Financial reserves policy
Meetings	<input type="checkbox"/> Board meeting schedule <input type="checkbox"/> Archive of Board meeting agendas & minutes for at least the last 6 months
Elected Officials	<input type="checkbox"/> Board members (names, contact info, terms of office, compensation, and biography) <input type="checkbox"/> Election procedure and deadlines, <input type="checkbox"/> Reimbursement and compensation policy
Administrative Officials	<input type="checkbox"/> General manager and key staff (names, contact info, compensation, and benefits)
Audits	<input type="checkbox"/> Current financial audit <input type="checkbox"/> Financial audits for the previous three years
Contracts	<input type="checkbox"/> Current requests for proposals and bidding opportunities (more than \$25,000 in value) <input type="checkbox"/> Instructions on how to submit a bid or proposal <input type="checkbox"/> Approved vendor contracts (more than \$25,000 in value)
Public Records	<input type="checkbox"/> Online/downloadable Public Records Act (or FOIA) request form
Revenue Sources	<input type="checkbox"/> Summary of fees received and summary of revenue sources
Reports	For K-12: <input type="checkbox"/> School Accountability Report Card (SARC) <input type="checkbox"/> California Assessment of Student Performance and Progress (CAASPP) <input type="checkbox"/> The California Healthy Kids Survey (CHKS). For College: <input type="checkbox"/> California Community Colleges Student Success Scorecard

APPENDIX F: Web Transparency Checklist for Marin Special Districts



Criteria	Features
Overview	<input type="checkbox"/> Mission Statement ("What we do") <input type="checkbox"/> Description of services/functions <input type="checkbox"/> Boundary of service area
Budget	<input type="checkbox"/> Budget for current fiscal year, <input type="checkbox"/> Budget for the past three years <input type="checkbox"/> Financial reserves policy
Meetings	<input type="checkbox"/> Board meeting schedule <input type="checkbox"/> Archive of Board meeting agendas & minutes for at least the last 6 months
Elected Officials	<input type="checkbox"/> Board members (names, contact info, terms of office, compensation, and biography) <input type="checkbox"/> Election procedure and deadlines, <input type="checkbox"/> Reimbursement and compensation policy
Administrative Officials	<input type="checkbox"/> General manager and key staff (names, contact info, compensation, and benefits)
Audits	<input type="checkbox"/> Current financial audit <input type="checkbox"/> Financial audits for the past three years
Contracts	<input type="checkbox"/> Current requests for proposals and bidding opportunities (more than \$25,000 in value) <input type="checkbox"/> Instructions on how to submit a bid or proposal <input type="checkbox"/> Approved vendor contracts (more than \$25,000 in value)
Public Records	<input type="checkbox"/> Online/downloadable Public Records Act (or FOIA) request form
Revenue Sources	<input type="checkbox"/> Summary of fees received and summary of revenue sources
District Specific	<input type="checkbox"/> Authorizing statute/enabling act (Principal Act or Special Act) <input type="checkbox"/> Board member ethics training certificates

APPENDIX G: Web Transparency Checklist for Rail Districts



Criteria	Features
Overview	<input type="checkbox"/> Mission Statement ("What we do") <input type="checkbox"/> Description of services/functions <input type="checkbox"/> Boundary of service area
Budget	<input type="checkbox"/> Budget for current fiscal year, <input type="checkbox"/> Budget for the past three years <input type="checkbox"/> Financial reserves policy
Meetings	<input type="checkbox"/> Board meeting schedule <input type="checkbox"/> Archive of Board meeting agendas & minutes for at least the last 6 months
Elected & Appointed Officials	<input type="checkbox"/> Board members (names, contact info, terms of office, compensation, and biography) <input type="checkbox"/> Election procedure and deadlines, <input type="checkbox"/> Reimbursement and compensation policy
Administrative Officials	<input type="checkbox"/> General manager and key staff (names, contact info, compensation, and benefits)
Audits	<input type="checkbox"/> Current financial audit <input type="checkbox"/> Financial audits for the past three years
Contracts	<input type="checkbox"/> Current requests for proposals and bidding opportunities (more than \$25,000 in value) <input type="checkbox"/> Instructions on how to submit a bid or proposal <input type="checkbox"/> Approved vendor contracts (more than \$25,000 in value)
Public Records	<input type="checkbox"/> Online/downloadable Public Records Act (or FOIA) request form
Revenue Sources	<input type="checkbox"/> Summary of fees received and summary of revenue sources
Governing Document	<input type="checkbox"/> As established by California State Assembly

APPENDIX H: Web Transparency Checklist for Marin Joint Powers Authority (JPAs)



Criteria	Features
Overview	<input type="checkbox"/> Mission Statement ("What we do") <input type="checkbox"/> Description of services/functions <input type="checkbox"/> Boundary of service area
Budget	<input type="checkbox"/> Budget for current fiscal year, <input type="checkbox"/> Budget for the past three years <input type="checkbox"/> Financial reserves policy
Meetings	<input type="checkbox"/> Board meeting schedule <input type="checkbox"/> Archive of Board meeting agendas & minutes for at least the last 6 months
Elected & Appointed Officials	<input type="checkbox"/> Board members (names, contact info, terms of office, compensation, and biography) <input type="checkbox"/> Election procedure and deadlines, <input type="checkbox"/> Reimbursement and compensation policy
Administrative Officials	<input type="checkbox"/> General manager and key staff (names, contact info, compensation, and benefits)
Audits	<input type="checkbox"/> Current financial audit <input type="checkbox"/> Financial audits for the past three years
Contracts	<input type="checkbox"/> Current requests for proposals and bidding opportunities (more than \$25,000 in value) <input type="checkbox"/> Instructions on how to submit a bid or proposal <input type="checkbox"/> Approved vendor contracts (more than \$25,000 in value)
Public Records	<input type="checkbox"/> Online/downloadable Public Records Act (or FOIA) request form
Revenue Sources	<input type="checkbox"/> Summary of fees received and summary of revenue sources
JPA Agreement	<input type="checkbox"/> A copy of the Joint Powers Agreement (as filed and adopted by member agencies)

APPENDIX I: Marin Cities, Towns, and County Web Transparency Scorecards

(see Appendix D for details of the Marin Cities, Towns, and County Web Transparency Checklist)

<p>City of Belvedere</p> <p>GRADE: B-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>Town of Corte Madera</p> <p>GRADE: A+</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>Town of Fairfax</p> <p>GRADE: B-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>City of Larkspur</p> <p>GRADE: A-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>City of Mill Valley</p> <p>GRADE: A-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>
<p>City of Novato</p> <p>GRADE: B-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>Town of Ross</p> <p>GRADE: C</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>Town of San Anselmo</p> <p>GRADE: B-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>City of San Rafael</p> <p>GRADE: B</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>City of Sausalito</p> <p>GRADE: A+</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>

APPENDIX I: Marin Cities, Towns, and County Web Transparency Scorecards (cont' d)

Town of Tiburon	
GRADE: A-	
Overview	
Budget	
Meetings	
Elected Officials	
Administrative Officials	
Audits	
Contracts	
Public Records	
Revenue Sources	
Municipal Specific	

County of Marin	
GRADE: C-	
Overview	
Budget	
Meetings	
Elected Officials	
Administrative Officials	
Audits	
Contracts	
Public Records	
Revenue Sources	
Municipal Specific	

APPENDIX J: Marin School District Web Transparency Scorecards

(see Appendix E for details of the Marin School District Web Transparency Checklist)

<p>Bolinas-Stinson Union District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Dixie School District</p> <p>GRADE: C</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Kentfield School District</p> <p>GRADE: C-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Laguna Joint School District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Lagunitas School District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>
<p>Larkspur-Corte Madera School District</p> <p>GRADE: B-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Lincoln School District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Mill Valley School District</p> <p>GRADE: C</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Nicasio School District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Novato Unified School District</p> <p>GRADE: A-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>

APPENDIX J: Marin School District Web Transparency Scorecards (cont'd)

<p>Reed Union School District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Ross School District</p> <p>GRADE: D-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Ross Valley School District</p> <p>GRADE: B-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>San Rafael City Schools</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Sausalito Marin City School District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>
<p>Shoreline Unified School District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Tamalpais Union High School District</p> <p>GRADE: D-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Union Joint School District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>		<p>Marin Community College District</p> <p>GRADE: C-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>

APPENDIX K: Marin Special District Web Transparency Scorecards
 (see Appendix F for details of the Marin Special District Web Transparency Checklist)

<p>Almonte Sanitary District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Alto Sanitary District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Bel Marin Keys CSD</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Bolinas Community Public Utility District</p> <p>GRADE: A+</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Bolinas Fire Protection District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>
<p>Bolinas Highlands Permanent Road Division</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Corte Madera Sanitary District No. 2</p> <p>GRADE: D</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #1 (Loma Verde)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #6 (Gallinas Creek)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #9 (Northbridge)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>

APPENDIX K: Marin Special District Web Transparency Scorecards (cont'd)

<p>CSA #13 (Lucas Valley)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #14 (Homestead Valley)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #16 (Greenbrae)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #17 (Kentfield)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #18 (Las Gallinas)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>
<p>CSA #19 (San Rafael)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #20 (Indian Valley, Dominga Canyon)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #23 (Terra Linda)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #25 (Unincorporated Novato)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #27 (Ross Valley Paramedic)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>

APPENDIX K: Marin Special District Web Transparency Scorecards (cont'd)

<p>CSA #28 (West Marin Paramedic)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #29 (Paradise Cay)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #31 (County Fire)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #33 (Stinson Beach)</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Homestead Valley Sanitary District</p> <p>GRADE: D-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>
<p>Inverness Public Utility District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Inverness Subdivision No. 2 Permanent Road Division</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Kentfield Fire Protection District</p> <p>GRADE: C-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Las Gallinas Valley Sanitary District</p> <p>GRADE: A-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin City CSD</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>

APPENDIX K: Marin Special District Web Transparency Scorecards (cont'd)

<p>Marin County Fire Department</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin County Flood Control and Water Conservation District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin County Lighting District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin County Open Space District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin County Transit District</p> <p>GRADE: B</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>
<p>Marin Healthcare District</p> <p>GRADE: D-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin Municipal Water District</p> <p>GRADE: B-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin Resource Conservation District</p> <p>GRADE: A-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin/Sonoma Mosquito & Vector Control District</p> <p>GRADE: A+</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marinwood Community Service District</p> <p>GRADE: D-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>

APPENDIX K: Marin Special District Web Transparency Scorecards (cont'd)

<p>Monte Cristo Permanent Road Division</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Mt. View Ave-Lagunitas Permanent Road Division</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Muir Beach Community Service District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Murray Park Sewer Maintenance Division</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>North Marin Water District</p> <p>GRADE: B</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>
<p>Novato - Kendon Lane Improvement</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Novato Fire Protection District</p> <p>GRADE: A+</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Novato Sanitary District</p> <p>GRADE: A+</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Paradise Estate Permanent Road Division</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Richardson Bay Sanitary District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>

APPENDIX K: Marin Special District Web Transparency Scorecards (cont'd)

<p>Ross Valley Sanitary District</p> <p>GRADE: C-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Rush Creek Lighting and Landscaping</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>San Quentin Village Sewer Maintenance Division</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>San Rafael Sanitation District</p> <p>GRADE: D</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Sausalito - Marin City Sanitary District</p> <p>GRADE: A-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>
<p>Sleepy Hollow Fire Protection District</p> <p>GRADE: D</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Southern Marin Fire Protection District</p> <p>GRADE: B</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Stinson Beach County Water District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Stinson Beach Fire Protection District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Strawberry Recreation District</p> <p>GRADE: D-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>

APPENDIX K: Marin Special District Web Transparency Scorecards (cont' d)

Tamalpais Community Services District	Tiburon Fire Protection District	Tiburon Sanitary District #5	Tomasles Village Community Services District
GRADE: A-	GRADE: D-	GRADE: D	GRADE: D
Overview	Overview	Overview	Overview
Budget	Budget	Budget	Budget
Meetings	Meetings	Meetings	Meetings
Elected Officials	Elected Officials	Elected Officials	Elected Officials
Administrative Officials	Administrative Officials	Administrative Officials	Administrative Officials
Audits	Audits	Audits	Audits
Contracts	Contracts	Contracts	Contracts
Public Records	Public Records	Public Records	Public Records
Revenue Sources	Revenue Sources	Revenue Sources	Revenue Sources
District Specific	District Specific	District Specific	District Specific

APPENDIX L: Marin Rail District Web Transparency Scorecard
(see Appendix G for details of the Marin Rail District Web Transparency Checklist)

Sonoma-Marín Area Rail Transit	
GRADE: C-	
Overview	✓
Budget	⊖
Meetings	✓
Elected Officials	⊖
Administrative Officials	⊖
Audits	✓
Contracts	⊖
Public Records	✗
Revenue Sources	✓
Governing Docs	✓

APPENDIX M: Marin Joint Powers Authority Web Transparency Scorecards

(see Appendix H for details of the Joint Powers Authority Web Transparency Checklist)

<p>Belvedere-Tiburon Joint Recreation Committee District</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Belvedere-Tiburon Library Agency</p> <p>GRADE: B-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Central Marin Police Authority</p> <p>GRADE: C-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Central Marin Sanitation Agency</p> <p>GRADE: B</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Fairfax Financing Authority</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>
<p>Firehouse Community Park Agency</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Gateway Improvement Authority</p> <p>GRADE: B-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Gateway Refinancing Authority</p> <p>GRADE: B-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Larkspur Marina Financing Authority</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin Clean Energy</p> <p>GRADE: C-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>

APPENDIX M: Marin Joint Powers Authority Web Transparency Scorecards (cont'd)

<p>Marin County Capital Improvements Financing Authority</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin County Hazardous and Solid Waste Joint Powers Authority</p> <p>GRADE: B-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin County Major Crimes Task Force</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin County Open Space Financing Authority</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin Emergency Radio Authority</p> <p>GRADE: B</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>
<p>Marin General Services Authority</p> <p>GRADE: D</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin Municipal Water District Financing Corporation</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin Pupil Transportation Agency</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin Schools Insurance Authority</p> <p>GRADE: C-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin Telecommunications Agency</p> <p>GRADE: B-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>

APPENDIX M: Marin Joint Powers Authority Web Transparency Scorecards (cont'd)

<p>Marinet Consortium Joint Powers Authority</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Mill Valley Financing Authority</p> <p>GRADE: D</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Northern CA Comm. Colleges Self Insurance Authority</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Novato Public Finance Authority</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Richardson Bay Regional Agency</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>
<p>Ross Valley Fire Department</p> <p>GRADE: C-</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Ross Valley Paramedic Authority</p> <p>GRADE: B</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>San Rafael Joint Powers Financing Authority</p> <p>GRADE: F</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Sewerage Agency of Southern Marin</p> <p>GRADE: C</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Southern Marin Emergency Medical-Paramedic System</p> <p>GRADE: B</p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>

APPENDIX N: Website Creation Software Tools

While the Grand Jury did not conduct a comprehensive evaluation of website creation software tools (and do not endorse any particular tool) we wanted to highlight the range of tools currently available to local agencies.

At the low-end of the cost spectrum there are a number of free tools to create a website (e.g., Weebly.com or Wordpress.com). These tools can create a basic functional website with little effort. However, using these tools to create “professional looking” results requires additional graphical and technical skills.

Digital Deployment’s Streamline (GetStreamline.com) website creation software is designed specifically for California’s special districts. Special District Leadership Foundation’s web transparency checklist is integrated into the software, making it easy for the user to ensure their agency follows best practices. A district can create a (or migrate an existing) website in a matter of hours. The resulting website’s appearance is Americans with Disabilities Act (ADA) compliant²⁸ and it is a responsive design adapting to the website visitor’s device (e.g., a smartphone, a tablet, a laptop, etc.). Current annual pricing for Streamline ranges from \$600-\$6,000 including unlimited technical support, based on the agency’s annual budget and California Special District Association (CSDA) membership status. While the transparency dashboard is designed for special districts, Streamline could be used by other types of local agencies.

CivicPlus (CivicPlus.com) offers website creation software for municipalities. Currently used by over 2000 agencies throughout the United States, the software promotes ease of use by making an agency’s information accessible within two clicks. CivicPlus has over 25 modules that efficiently support an agency’s functions, including, Community Connection, Bid Postings, and Citizen Request Tracker™. CivicPlus’ strength is working with agency departments to create a consistent, attractive, and efficient visitor experience. Like Streamline’s software, the resulting website is both ADA-compliant and has a responsive design. Pricing for CivicPlus varies based on the number of modules needed, agency size, and scope of work needed, with a one-time upfront payment, and recurring annual pricing ranging from \$1,000-\$100,000.

At the upper-end of the cost spectrum are customized solutions. Creating a modern website that meets government regulations is a specialized skill that requires either hiring a consultant or using an in-house IT department. Since IT departments are often busy with a myriad of technical challenges, and consultant fees can be high, it is not unusual for an agency’s website content to be out-of-date.

²⁸ While federal government organizations must follow web accessibility guidelines under Section 508 of the Workforce Rehabilitation Act of 1973, there is not yet an ADA-compliant requirement for local agency websites.

GLOSSARY

- **Assessment District:** A method for financing public improvements.
- **County Service Area:** As defined by California Government Code §25210, allows for residents and property owners in unincorporated areas to finance and provide needed public facilities and services.
- **Dependent Special District:** A special district governed by an existing legislative body (e.g., a city council or board of supervisors).
- **Independent Special District:** A special district governed by an independent board of directors (either elected or appointed by another legislative body).
- **Joint Powers Agreement:** As defined by California Government Code §6503, a legal description of the purpose of the Joint Powers Authority, the power to be exercised, and the method and manner by which it will be accomplished.
- **Joint Powers Authority:** As defined by California Government Code §6500-6537, two or more public authorities that create a new legal entity to jointly work on a common problem (e.g., financing or regional wastewater treatment).
- **JPA:** see Joint Powers Authority. Alternately known as a Joint Powers Agency.
- **Local Agency:** California Government Code §6252 defines a local agency as including "...a county; city, whether general law or chartered; city and county; school district; municipal corporation; district; political subdivision; or any board, commission or agency thereof..."
- **Municipality:** A city or town government.
- **Principal Act:** A generic state law that applies statewide to all special districts of specific type.
- **Rail District:** A special district that provides rail service.
- **School District:** As defined by the United State Census Bureau, "a geographic entity within which state, county, local officials, the Bureau of Indian Affairs, or the U.S. Department of Defense provide public educational services for the area's residents"
- **Special Act:** A law specific to the unique needs of an area.
- **Special District:** As defined by California Government Code §56036, a separate local government with its own governing body that delivers public services to a particular area (e.g., fire protection or sewer maintenance). Special districts can either be independent or dependent.
- **Transparency:** As defined by OpenGovData.org, data that is: complete, primary, timely, accessible, machine processable, non-discriminatory, non-proprietary, and license-free.
- **Web Transparency:** The presentation of transparency information on an agency's website.

Marin Independent Journal (<http://www.marinij.com>)

Marin watchdog flunks 64 public agencies on website transparency

Watchdog grades public entities for online transparency efforts

By Nels Johnson, *Marin Independent Journal*

Sunday, March 27, 2016



Most public agencies in Marin fail to provide adequate websites, and 20 entities overseen by county officials do not maintain a website at all, according to a public information “transparency” probe by the Marin County Civil Grand Jury.

The jury audited 126 agencies, special districts and joint powers authorities and found “serious deficiencies” in the quantity and quality of online information provided — if at all.

Some 27 agencies lacked websites, and of 99 agencies with sites, 65 did not satisfy the grand jury’s website transparency criteria. Of those with sites, “a majority of the agencies were out of compliance” with state codes requiring the posting of annual pay for officials and employees, the jury reported.

A half-dozen agencies including the [Novato Fire Protection District](#) got top website scores from the grand jury. “It’s about content, and ease of use, not flashy appearance,” Novato Fire Chief Mark Heine said. “Since I became fire chief two years ago, we’ve had a strong commitment to transparency and public information, and I think the jury recognized that.”

About half the agencies contacted in advance by the jury improved their sites as a result, but even then, only 34 agencies received what the jury regarded as an adequate “B-” or better grade. The county government at the Civic Center got a “C-.” Sixty-four Marin agencies and entities were deemed public information web failures with an “F.”

“Increasing transparency ... makes it easier to understand where tax dollars go,” the jury said. “Residents should be able to easily find the description of services provided, the names and contact information of board members and management, the budget, agendas and minutes of meetings, and other information” including employee pay, the jury said in its “Web Transparency Report Card: Bringing Marin County’s Local Government to Light.”

Jurors awarded a top “A+” website information grade to six agencies. The top scores went to [Corte Madera](#) and [Sausalito](#) as well as the [Novato Fire Protection District](#), the [Novato Sanitary District](#), [Marin/Sonoma Mosquito and Vector Control District](#) and the [Bolin Community Public Utility District](#).

“We try to get out as much information as we can,” said Sandeep Karkal, general manager of the Novato Sanitary District. The district site is informative but “not glitzy or glamorous,” he said.

Grades of “A-” were given to Larkspur, Mill Valley and Tiburon. San Rafael got a “B” and Ross got a

“C” while other cities scored “B-.”

Other “A-” grades went to the Novato Unified School District, Las Gallinas Valley Sanitary District, Marin Resource Conservation District, Sausalito-Marín City Sanitary District and Tamalpais Community Services District.

64 agencies flunk

The list of 64 agencies flunked by the jury was dominated by neighborhood service areas, small school and joint power authorities and financing entities — but also included larger agencies such as the San Rafael city schools, where top officials were unavailable for comment Friday.

Other “F” grades went to Reed Union School District, Shoreline Unified School District, the county Open Space District, the Marin Major Crimes Task Force and the county Flood Control and Water Conservation District.

County administrators said the jury erred in putting the county fire department on the failure list, noting it is not a special district. In any event, “We will continue to cooperate and collaborate with the grand jury on the recommendations and are looking at improvements from the standpoint of county government as a whole,” county Fire Chief Jason Weber said.

Agencies with poor scores included Tamalpais High School District, “D-”; Marin County Healthcare District, “D-”; Ross School District, “D-”; Marin Community College District, “C-”; Kentfield School District, “C-”; Central Marin Police Authority, “C-”; Sonoma-Marín Area Rail Transit “C-” and Marin Clean Energy, “C-”. The jury asked all agencies to improve their scores to a “B-” or better.

Checklist criteria on which websites were graded included information about mission statements, budgets, board meetings, elected and appointed officials, administrators, audits, contracts and other public records, as well as agency-specific criteria that varied depending on the type of agency or district.

Panel scrambles

The jury’s web test ran into an early hurdle: “There was no single comprehensive list of agencies in Marin County,” with a welter of organization lists jurors called “inconsistent, incomplete and or out of date.” The list the jury eventually developed was incomplete as well, as it overlooked two high-profile, big budget agencies — the Transportation Authority of Marin and the Marin County Office of Education. The jury did note that regional agencies such as the Golden Gate Bridge district were intentionally excluded.

The jury said that even small districts can create a handy website at minimal cost with easily available software tools that allow a “non-tech savvy person to manage website content easily.” It listed several website vendors and price ranges.

The jury found that county officials oversee 28 special districts and four joint powers agencies, including 20 that do not have websites. The county told the jury that while it will improve some website listings, “providing and maintaining duplicative information regarding each district, special district, community service area, flood control zone, permanent road division, joint powers agreement ... does not appear the best way to provide straightforward information to our residents.”

Many of these are “best described as financing mechanisms rather than agencies,” the county added.

“We disagree with the county’s approach,” the jury said. “It is unreasonable to ask citizens to become experts in sleuthing to find information.”

The panel suggested a web page for each small district, financial authority or joint powers entity that describes its role and provides links to information found elsewhere on the county website.

County reaction

Common website deficiencies, the jury said, include failure to enable text searches of budget and audit documents, dated meeting schedules and archives, incomplete board member data, failure to list actual pay figures, failure to display vendor contracts, and failure to explain how to get more information.

Supervisor Steve Kinsey, president of the county board, credited the jury for its “interest in better Internet access to governmental information,” and added he especially appreciated the self-audit checklist the panel developed.

“Our views diverge at the fine-grained level they recommend for individual financial structures like community service areas or road improvement districts,” he said. “If constituents have questions that reach that depth, a single call to their district supervisor can connect them with appropriate staff to help.”

“We certainly share the grand jury’s goal of transparency,” said Assistant County Administrator Daniel Eilerman. “Last year, for example, we launched marincountyca.opengov.com to provide our residents access to our spending information on a 24/7 basis.”

Eilerman said some jury recommendations already have been put to work. The Department of Finance is developing a single website with summary descriptions that will link to special district budget information, he added.

URL: <http://www.marinij.com/government-and-politics/20160327/marin-watchdog-flunks-64-public-agencies-on-website-transparency>

© 2016 Marin Independent Journal (<http://www.marinij.com>)

Marin Independent Journal (<http://www.marinij.com>)

Marin recyclers feel pinch of depressed oil prices, declining demand

Depressed oil prices, tumbling demand raise concerns for firms, environment

By Richard Halstead, *Marin Independent Journal*

Sunday, March 20, 2016



Joe Garbarino, founder and owner of the Marin Resource Recovery Center and the county's nonpareil evangelist for recycling, looked with disgust at the more than half-ton bale of compressed used plastic containers before him.

"That's as close to trash as you can get," Garbarino said. "Even if we pay, we're having a tough time getting someone to take it."

On a recent tour of his San Rafael recycling operation, Garbarino explained the economic pressures facing recycling operations across the nation. Record low oil prices and slumping demand from China have resulted in dramatically lower prices for recycled commodities: plastic, paper, glass and aluminum.

As a result, the Marin Resource Recovery Center is operating in the red, Garbarino says, and if the trend continues, Marin residents might have to start paying for recycling. The only other alternative would be for Marin communities to return to dumping reusable materials into landfills.

"We'll be at a loss at the end of the year. We were at a loss last year," Garbarino said. "But we can't keep swallowing that loss."

"I would hate to bury thousands of these bales that will still be there a 1,000 years from now because they won't biodegrade," Garbarino said.

Marin Sanitary Service gathers recyclable materials along with garbage in San Rafael, Larkspur, Ross, San Anselmo, Fairfax and in some unincorporated areas of the county of Marin and turns the recyclable materials over to its sister company, the Marin Resource Recovery Center.

When it comes to selling recycled materials, not all plastic is created equal; some types bring a higher price than others. In 2013, Marin Resource Recovery Center was getting \$520 per ton for the highest rated plastic, polyethylene terephthalate, the type commonly used to make soda and water bottles. Today, buyers of this type of plastic are paying the center \$140 per ton.

Demand for the second-highest rated plastic — used commonly to make milk jugs, detergent bottles and margarine tubs — has held up somewhat better. It has dropped from \$630 per ton to \$500 a ton over the same period.

Waste stockpiles

The market for lower-grade plastics has evaporated. When the recycling center last found a buyer for this type of plastic, last July, the buyer paid \$20 a ton for it. Today, the Marin Resource Recovery Center would have to pay \$50 a ton for someone to take it, said office manager Lori Dowell.

“Right now, we’re holding on to it hoping the market will change,” Dowell said. “But we’re running out of room.”

There are about 60 tons of this plastic waiting for a good home, she said.

“If this keeps up,” Garbarino said, “We’ll soon have enough bales to cover a football field.”

James Iavarone, one of the owners of Mill Valley Refuse Service, said the amount of money that Waste Management Inc. pays his company for the recycled materials it collects has dropped over the last several years from \$40,000 a month to \$14,000 a month. Mill Valley Refuse collects recyclable material along with garbage from Mill Valley, Tiburon, Corte Madera and Belvedere.

“What we get paid by Waste Management for our recyclables reduces our operating expenses and therefore the rates that we charge to customers,” Iavarone said. “If we’re making less that will affect our bottom line and require us to charge more.”

Michael Peltz, a sales manager with Waste Management Recycle America, a subsidiary of Waste Management Inc., said the recycling industry as a whole has severely diminished profitability from the days when commodity prices were more robust.

“We have facilities that are making money and many that are not,” Peltz said. “The recycling division as a whole is doing as badly financially as it was during the Great Recession when commodity prices were at historic lows.”

Peltz said Waste Management is also stockpiling some of its lower grade plastic.

“We have sales, but we don’t have sales to cover the entire generation of it,” he said. “There aren’t enough orders to absorb the material at this point. We suspect we’ll have higher inventories until markets improve. Who knows when they will recover.”

Eric Koenigshofer, an attorney for the Ratto Group, which provides garbage collection and recycling for Novato, said the company is not stockpiling its lower grade plastic, but he said the company is taking a loss on its collection because it is having to give it away. Last year, 127 tons of the 378 tons of used plastic that the Ratto Group collected in Novato was of this lower grade.

There are several reasons why recyclers are facing intense economic pressure. The best publicized is the record fall in oil prices. Because oil is used to make plastic, the drop in prices has made it cheaper to manufacture new plastic than to recycle used plastic.

The China factor

Less well publicized has been the effect of economic changes in China on prices for recycled commodities.

Garbarino said when the recycling movement began gaining steam in the 1980s, markets first opened in Taiwan and Korea, but it wasn’t long before mainland China outstripped all other buyers.

“In the end, China was the big wheel that bought anything and everything was recyclable,” Garbarino

said.

Demand from China helped spark a tripling of the U.S. recycling rate during the 1990s and early 2000s.

According to a 2013 Marin grand jury report, "Garbology in Marin: Wasted Energy," the amount of waste Marin County was sending to landfills decreased 27 percent between 1995 and 2011. By 2011, the county was diverting 75 percent of its waste and had set its sights on hitting 80 percent by the end of 2012. The diversion rate, however, seems to have plateaued at 75 percent. In 2014, Marin disposed of 177,000 tons of waste, the equivalent of 3.8 pounds per Marin resident per day.

Now, China's growth has slowed and so has its ravenous appetite for raw materials. In addition to that, wages in China have risen significantly so paying employees to sort used commodities or clean them has become more expensive. As result, Garbarino says Chinese buyers have become more selective about the type of used plastic and other commodities they buy.

But there is more to the story than the price of oil and Chinese demand. The paper, glass and plastic being produced today is lighter weight than in the past.

"Glass is 30 to 40 percent lighter than it was," Garbarino said. "We're getting less and less weight out of everything."

And Garbarino said as Marin residents try to reduce their garbage rates by opting for smaller cans, they're disposing of more of their garbage in recycling containers, making it more difficult to sort the materials.

'Very concerned'

The state's Department of Resources Recycling and Recovery hosted a workshop in February to discuss the decline in recyclable commodity prices and its effect on recycling.

"It was well attended. Stakeholders are very concerned," said Mark Oldfield, a department spokesman. A second workshop is scheduled for April 13 in Southern California.

"One of the things that CalRecycle is looking at doing long-term is helping to beef up the in-state infrastructure," Oldfield said, "to process and remanufacture more of the plastics, glass and fiber right here in California so we're less subject to global market fluctuations, but that is a long-term vision."

San Rafael Assistant City Manager Cristine Alilovich said her city is aware there is a challenge to the economics of the recycling business right now.

"We're having an ongoing conversation with Marin Sanitary about that," she said.

But Alilovich said the 5.71 percent increase that San Rafael granted to Marin Sanitary in January will provide no additional money to cover recycling costs.

"I'm not sure that throwing money at it is going to solve the problem," Alilovich said. "But I think we have to be diligent to make sure we're incentivizing continuation of recycling."

Waste Management's Peltz said if new markets for lower grade plastic don't emerge, recyclers such as Waste Management may have to consider sending the plastic to landfills. In some cases, that would require renegotiation of municipal contracts.

“There is nothing that necessarily guarantees that materials will indefinitely be recyclable in an economic fashion,” Peltz said.

Garbarino, however, said that even dumping the plastic in a landfill would cost money because Redwood Sanitary Landfill in Novato charges \$54 per ton for the material it accepts.

URL: <http://www.marinij.com/business/20160320/marin-recyclers-feel-pinch-of-depressed-oil-prices-declining-demand>

© 2016 Marin Independent Journal (<http://www.marinij.com>)