



101 Lucas Valley Road, Suite 300
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MANAGEMENT TEAM
General Manager, Curtis Paxton
Plant Operations, Don Moore
Collections/Safety/Maintenance, Greg Pease
Engineering, Jasmine Diaz
Administrative Services, Dale McDonald

DISTRICT BOARD
Megan Clark
Nicholas Lavrov
Craig K. Murray
Gary E. Robards
Crystal J. Yezman

The Mission of the Las Gallinas Valley Sanitary District is to protect public health and our environment, providing effective wastewater collection, treatment, and resource recovery.

BOARD MEETING AGENDA

SEPTEMBER 3, 2026

**MATERIALS RELATED TO ITEMS ON THIS AGENDA ARE AVAILABLE FOR
PUBLIC INSPECTION DURING NORMAL BUSINESS HOURS AT THE DISTRICT
OFFICE, 101 LUCAS VALLEY ROAD, SUITE 300, SAN RAFAEL, OR ON THE DISTRICT
WEBSITE WWW.LGVSD.ORG**

Estimated
Time

OPEN SESSION:

4:00 PM

1. PUBLIC COMMENT

This portion of the meeting is reserved for people desiring to address the Board on matters not on the agenda and within the jurisdiction of the Las Gallinas Valley Sanitary District. Presentations are generally limited to three minutes. All matters requiring a response will be referred to staff for reply in writing and/or placed on a future meeting agenda. Please contact the General Manager before the meeting.

BEGIN CLOSED SESSION:

4:05 PM

2. CLOSED SESSION ITEMS:

A. **CONFERENCE WITH LABOR NEGOTIATOR** – Agency designated representative : Gregory Ramirez, IEDA; Employee organization : IUOE Local 3;pursuant to Government Code Section 54957.6

B. **CONFERENCE WITH REAL PROPERTY NEGOTIATOR - Pursuant to Government Code Section 54956.8 – Two Items:**

1. 301 Smith Ranch Road (APN 155-121-16/APN 155-121-15/APN 155-121-14) : Approximately 5.0 acres of developed land, located at 301 Smith Ranch Road, San Rafael, in the County of Marin.
2. 291 Smith Ranch Road (APN 155-011-11): Approximately 1.3 acres of developed land located at 291 Smith Ranch Road, San Rafael, in the County of Marin.

Agency negotiator: Curtis Paxton, General Manager. Negotiating parties: Silveira San Rafael Ranch, LLC/Cornish and Carey Commercial (Newmark). Under negotiation: Instruction to negotiator will concern both price and terms of payment.

RETURN TO OPEN SESSION: Report on actions taken during closed session.

4:30 PM 3. CONSENT CALENDAR:

These items are considered routine and will be enacted, approved or adopted by one motion unless a request for removal for discussion or explanation is received from the staff or the Board.

- A. Approve the regular Board Minutes for August 20, 2026
- B. Receive and Ratify the Check Warrant List ending August 13, 2026
- C. Adopt Resolution No. 2026-2403 Amending Board Policy F-90, adding contract amendments and changes orders section to the policy
- D. Approve response to the 2025-2026 Marin County Civil Grand Jury Report, Better Service at Lower Cost – Optimizing Essential Services for the Future of Marin, dated June 11, 2026

Possible expenditure of funds: Yes, Item B.

Staff recommendation: Adopt Consent Calendar – Items A through D.

4:35 PM 4. POINT BLUE CONSERVATION SCIENCE’S STUDENTS AND TEACHERS RESTORING A WATERSHED (STRAW) PROGRAM REPORT FOR SCHOOL YEAR 2025-2026 AND REQUEST FOR DONATION FOR SCHOOL YEAR 2026-2027

Board to receive report from Point Blue Conservation Science on their STRAW program and consider Request for Donation for program year 2026-2027 in the amount of \$10,000.

4:50 PM 5. INFORMATION ITEMS:

STAFF/CONSULTANT REPORTS:

- A. Marin Sanitary Service (MSS) 2025 Annual Report – written and presentation by MSS
- B. General Manager’s Report – verbal
- C. Engineering Department Report – written
- D. Operations Department Report – written

BEGIN CLOSED SESSION:

6:00 PM 6. CLOSED SESSION ITEM:

- A. **CONFERENCE WITH LEGAL COUNSEL— EXISTING LITIGATION (Paragraph (1) of subdivision (d) of Section 54956.9)** Name of Case: Myers & Sons Construction, LLC v. Las Gallinas Valley Sanitary District et al. Marin County Superior Court Case No. CV0004963.

RETURN TO OPEN SESSION: Report on actions taken during closed session.

6:30PM 7. BOARD MEMBER REPORTS:

- 1. CLARK
NBWA Board Committee, CASA Workforce Committee, Human Resources/Finance Committee, Operations Control Centers Ad Hoc Committee, Public Information/Public Relations Ad Hoc Committee, Other Reports
- 2. LAVROV
Marin Special Districts Association, Human Resources/Finance Committee, Myers Litigation Ad Hoc Committee, Operations Control Centers Ad Hoc Committee, Public Information/Public Relations Ad Hoc Committee, Other Reports

3. MURRAY

Marin LAFCo, Flood Zone 6, Biosolids Ad Hoc Committee, CASA Energy Committee, Sustainability Committee, Other Reports

4. ROBARDS

NBWRA, Flood Zone 7, Planning and Engineering Committee, Sustainability Committee, Terra Linda/Hwy 101 Undercrossing Project Ad Hoc Committee, Myers Litigation Ad Hoc Committee, Other Reports

5. YEZMAN

NBWA, CSRMA, Planning and Engineering Committee, Biosolids Ad Hoc Committee, Terra Linda/Hwy 101 Undercrossing Project Ad hoc Committee, Other Reports

6:50 PM

8. **BOARD REQUESTS:**

- A. Board Meeting Attendance Requests – Verbal
- B. Board Agenda Item Requests – Verbal

6:55 PM

9. **VARIOUS INDUSTRY RELATED ARTICLES AND CORRESPONDENCE**

7:00 PM

10. **ADJOURNMENT**

FUTURE BOARD MEETING DATES: SEPTEMBER 17, 2026 and OCTOBER 1, 2026

AGENDA APPROVED:

Crystal J. Yezman, President

Patrick K. Richardson, Legal Counsel

CERTIFICATION: I, Dale McDonald, of the Las Gallinas Valley Sanitary District, hereby declare under penalty of perjury that on or before August 31, 2026 4:00 p.m., I posted the Agenda for the Board Meeting of said Board to be held on September 3, 2026.

DATED: August 31, 2026



Dale McDonald
Acting Board Secretary

The Board of the Las Gallinas Valley Sanitary District meets regularly on the first and third Thursday of each month. The District may also schedule additional special meetings for the purpose of completing unfinished business and/or study sessions. Regular meetings are held at the District Office, 101 Lucas Valley Road, Suite 300, San Rafael, CA. Board meetings may be recorded for transcribing purposes.

In compliance with the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), if you need special assistance to participate in this meeting, please contact the Board Secretary at the District at (415) 472-1734 at least 24 hours prior to the meeting. **Notification prior to the meeting will enable the District to make reasonable disability-related modifications or accommodations, including auxiliary aids or services, to help ensure accessibility to this meeting.**

AGENDA ITEM 1

9/03/2026

PUBLIC COMMENT

This portion of the meeting is reserved for persons desiring to address the Board on matters not on the agenda and within the jurisdiction of the Las Gallinas Valley Sanitary District. Presentations are generally limited to three minutes. All matters requiring a response will be referred to staff for reply in writing and/or placed on a future meeting agenda. Please contact the General Manager before the meeting.

AGENDA ITEM 2

9/03/2026

CLOSED SESSION

- ☐ Separate Item to be distributed at Board Meeting
- ☐ Separate Item to be distributed prior to Board Meeting
- ☒ Verbal Reports – *2 items*
- ☐ Presentation

MEETING MINUTES OF AUGUST 20 2026

THE BOARD OF DIRECTORS AND STAFF OF THE LAS GALLINAS VALLEY SANITARY DISTRICT MET IN OPEN SESSION AT 4:00PM AT THE DISTRICT OFFICE, 101 LUCAS VALLEY ROAD, SUITE 300 CONFERENCE ROOM, SAN RAFAEL, CA. 94903

- BOARD MEMBERS PRESENT:** Megan Clark, Nicholas Lavrov, Gary Robards, and Crystal Yezman
- BOARD MEMBERS ABSENT:** Craig Murray
- STAFF PRESENT:** Curtis Paxton, General Manager; Dale McDonald, Administrative Services Manager and Acting Board Secretary; Jasmine Diaz, District Engineer
- OTHERS PRESENT:** Patrick K. Richardson, District Counsel; Gregory Ramirez, IEDA
- ANNOUNCEMENT:** President Yezman announced that the agenda had been posted as evidenced by the certification on file in accordance with the law.
- 1. PUBLIC COMMENT:** None

2. CLOSED SESSION:

ACTION:

THE BOARD OF DIRECTORS OF THE LAS GALLINAS VALLEY SANITARY DISTRICT ADJOURNED TO CLOSED SESSION AUGUST 20, 2026, AT 4:01 PM. AT THE DISTRICT OFFICE, 101 LUCAS VALLEY ROAD, SUITE 300, CONFERENCE ROOM, SAN RAFAEL, CALIFORNIA.

Diaz left the meeting at 4:01 p.m.

2.A. CONFERENCE WITH LABOR NEGOTIATOR – Agency designated representative: Gregory Ramirez, IEDA; Employee organization : IUOE Local 3:pursuant to Government Code Section 54957.

McDonald and Gregory Ramirez left the closed session at 4:50 p.m.

2.B. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION – (Paragraph (1) of subdivision (d) of Section 54956.9) Name of Case: Myers & Sons Construction, LLC v. Las Gallinas Valley Sanitary District et al. Marin County Superior Court Case No. CV0004963.

Diaz and Plant Manager Don Moore joined the closed session at 4:51p.m.

2.C. CONFERENCE WITH REAL PROPERTY NEGOTIATOR - Pursuant to Government Code Section 54956.8 - Two Items:

- A. 301 Smith Ranch Road (APN 155-121-16/APN 155-121-15/APN 155-121-14) : Approximately 5.0 acres of developed land, located at 301 Smith Ranch Road, San Rafael, in the County of Marin.
- B. 291 Smith Ranch Road (APN 155-011-11): Approximately 1.3 acres of developed land located at 291 Smith Ranch Road, San Rafael, in the County of Marin.

Agency negotiator: Curtis Paxton, General Manager. Negotiating parties: Silveira San Rafael Ranch, LLC/Cornish and Carey Commercial (Newmark). Under negotiation: Instruction to negotiator will concern both price and terms of payment.

Diaz and Moore left the closed session at 5:16 p.m.

2.D. CONFERENCE WITH LEGAL COUNSEL — ANTICIPATED LITIGATION - Pursuant to Government Code Section 54956.9 Significant exposure to litigation pursuant to paragraph (2) of subdivision (d) of Gov. Code Section 54956.9: (One potential case)

McDonald joined closed session at 5:16 p.m.

RETURN TO OPEN SESSION:

ACTION:

The Board of Directors of the Las Gallinas Valley Sanitary District reconvened the Regular Session on AUGUST 20, 2026 at 5:32 p.m.

BOARD MEMBERS PRESENT: Megan Clark, Nicholas Lavrov, Gary Robards, and Crystal Yezman

STAFF PRESENT: Curtis Paxton, General Manager, Dale McDonald, Administrative Services Manager and Acting Board Secretary; Greg Pease, Collection System/Safety/Maintenance Manager

OTHERS PRESENT: Patrick K. Richardson, District Counsel

REPORT ON CLOSED SESSION: President Yezman reported that there was nothing to report out from the closed session.

3. CONSENT CALENDAR:

These items are considered routine and will be enacted, approved, or adopted by one motion unless a request for removal for discussion or explanation is received from the staff or the Board.

- A. Approve the regular Board Minutes for July 13, 2026
- B. Receive and Ratify the Check Warrant List ending July 20, 2026
- C. Receive and Ratify the Check Warrant List ending July 30, 2026
- D. Approve Board Compensation for July 2026
- E. Approve Murray attending CVCWA Annual Conference on September 16, 2026 at SacSewer in Sacramento, CA
- F. Approve Murray attending 42nd International Conference on Thermal Treatment Technologies & Hazardous Waste Combustors October 27 through October 29, 2026 in Salt Lake City, UT
- G. Authorize General Manager to Approve Change Orders Within a 10% Project Contingency for Phase 3: Superstructure (Water Ecology Center)
- H. Award On-Call Construction Contract FY 2026-2027
- I. Award 3-Year Labor Compliance Contract
- J. Adopt Resolution No. 2026-2401 Confirming Sewer Service Charges
- K. Adopt Resolution No. 2026-2402 Biennial Conflict of Interest Code Update

Item B was pulled for discussion.

ACTION: The Board approved (M/S Robards/Lavrov (4-0-1-0) Consent Calendar items A through K.

AYES: Clark, Lavrov, Robards, and Yezman

NOES: None

ABSENT: Murray

ABSTAIN: None

4. INFORMATION ITEMS:

STAFF / CONSULTANT REPORTS:

- A. General Manager's Report – Paxton gave verbal report to the Board.
- B. Collection System / Safety / Maintenance Department Report – Pease gave report to the Board.
- C. Quarterly Treasurer's & Financial Reports for the period ending June 30, 2026 – McDonald provided reports to the Board.
- D. Proposed Amendment to Board Policy F-90 to Add Section F-90-45, Contract Amendments and Change Orders presented by Diaz. Discussion ensued. The amendment to Policy F-90, as presented, will be brought back for considered adoption as a consent item at the next Board meeting.

5. MARIN COUNTY CIVIL GRAND JURY REPORT:

Paxton presented the District's draft response to the 2025-2026 Marin County Civil Grand Jury Report, Better Service at Lower Cost – Optimizing Essential Services for the Future of Marin, dated June 11, 2026. Discussion ensued and the Board provided comments to staff. Comments will be incorporated into a final District response and brought back to the Board at the next regular Board meeting for approval.

6. BOARD REPORTS

1. CLARK

- a. NBWA Board Committee – no report
- b. CASA Workforce Committee – no report
- c. Human Resources/Finance Committee – no report
- d. Operations Control Centers Ad Hoc Committee – no report
- e. Public Information/Public Relations Ad Hoc Committee – no report
- f. Other Reports – verbal report, attended a State Legislative seminar and CSRMA training seminar

2. LAVROV

- a. Marin Special Districts Association – no report
- b. Human Resources/Finance Committee – no report
- c. Myers Litigation Ad Hoc Committee – no report
- d. Operations Control Centers Ad Hoc Committee – verbal report, furniture and styles discussion for Water Ecology Center
- e. Public Information/Public Relations Ad Hoc Committee – no report
- f. Other Reports – no report

3. MURRAY (*Absent*)

- a. Marin LAFCO – no report
- b. Flood Zone 6 – no report
- c. Biosolids Ad Hoc Committee – no report
- d. CASA Energy Workgroup – no report
- e. Sustainability Committee – no report

- f. Other Reports – Written reports from Director Murray were included in the agenda packet; CASA ACE agenda and workgroup slides from July 9, Principles of Wind Energy Notes from July 10, CSDA Agency Financing Presentation notes from July 21, and CASA ACE notes agenda and workgroup slides from August 13.
- 4. ROBARDS
 - a. NBWRA – no report
 - b. Flood Zone 7 – no report
 - c. Planning/Engineering Committee – no report
 - d. Sustainability Committee - no report
 - e. Terra Linda/Hwy no report
 - f. Myers Litigation Ad Hoc Committee - no report
 - g. Other Reports – no report
- 5. YEZMAN
 - a. NBWA – no report
 - b. CSRMA – verbal report, attended meeting held at CASA conference
 - c. Planning/Engineering Committee – no report
 - d. Biosolids Ad Hoc Committee – no report, meeting next month
 - e. Terra Linda/Hwy 101 Undercrossing Project Ad Hoc Committee – no report
 - f. Other Reports – verbal report, Marin Special District Association meeting held at CADA conference

7. BOARD REQUESTS:

- A. Board Meeting Attendance Requests – none
- B. Board Agenda Item Requests – none

8. VARIOUS INDUSTRY RELATED ARTICLES DISCUSSION

Presented via weekly emails.

9. ADJOURNMENT:

ACTION:

The Board approved (M/S Robards /Clark 4-0-1-0) the adjournment of the meeting at 6:40 p.m.

AYES: Clark, Lavrov, Robards, and Yezman

NOES: None

ABSENT: Murray

ABSTAIN: None

The next Board Meeting is scheduled for Thursday, September 3, 2026 at the District office.

ATTEST:

Dale McDonald, Acting Board Secretary

APPROVED:

Nicholas Lavrov, Vice-President

Report Criteria:

Report type: GL detail

Check Detail.Input date = 08/05/2026,08/06/2026,08/11/2026,08/12/2026,08/13/2026

GL Period	Check Issue Date	Invoice Number	Description	Invoice GL Account	Invoice Amount	Amount
Access						
30002448						
08/26	08/12/2026	12329763	Document Storage- August 2026	10-400-5451	104.14	104.14
Total Access:						104.14
B.W.S. Distributors, Inc.						
30002449						
08/26	08/12/2026	307864	R-1.0/IN 1.0 Fixed Flow Regulator	10-600-5243	170.33	170.33
Total B.W.S. Distributors, Inc.:						170.33
BAAQMD						
22605						
08/26	08/12/2026	T208827	PS 47 Meadows Dr Permit 9.1.26 thru 9.1.27	10-500-5455	622.00	622.00
Total BAAQMD:						622.00
Bank of Marin						
202607102						
07/26	07/10/2026	JULY 2026	Recycled Water Loan Payment- Interest July 2026	10-699-5524	91.00	91.00 M
202608101						
08/26	08/10/2026	AUGUST 2026	Recycled Water Loan Payment- Interest August 2026	10-699-5524	4,960.88	4,960.88 M
08/26	08/10/2026	AUGUST 2026	Recycled Water Loan Payment- Principal August 2026	10-699-5514	22,762.57	22,762.57 M
Total Bank of Marin:						27,814.45
Beacon Business Bank - Acct #01323162						
22624						
08/26	08/13/2026	ESCROW PAY	Escrow Payment 1 - Phase 3 - Multipurpose Lab Building	10-420-7107	21,521.95	21,521.95
Total Beacon Business Bank - Acct #01323162:						21,521.95
Beck Communications, Inc.						
22606						
08/26	08/12/2026	11672	Fiber Optic Cable Install Between Lab and Electrical Building	10-600-5337	4,990.00	4,990.00
Total Beck Communications, Inc.:						4,990.00
Brady Industries						
30002450						
08/26	08/12/2026	12034008	Cups	10-400-5221	383.87	383.87
Total Brady Industries:						383.87
California Newspapers Partnership						
30002451						
08/26	08/12/2026	0001480686	Sealed Bid Invites - July 2026	10-420-5433	637.80	637.80
Total California Newspapers Partnership:						637.80
CalNet						

GL Period	Check Issue Date	Invoice Number	Description	Invoice GL Account	Invoice Amount	Amount
22607						
08/26	08/12/2026	25571234	Phone Lines at Pump Station	10-500-5423	362.25	362.25
Total CalNet:						362.25
CalPERS 457 Plan Deferred Comp						
202607302						
07/26	07/30/2026	7.24.26 457	457 Deferred Comp Paydate 7.24.26	10-000-2127	12,095.54	12,095.54 M
202608051						
08/26	08/05/2026	8.7.26 457	457 Deferred Comp Paydate 8.7.26	10-000-2127	11,970.55	11,970.55 M
Total CalPERS 457 Plan Deferred Comp:						24,066.09
CalPERS CERBT-OPEB						
202607301						
07/26	07/30/2026	JULY 2026 CE	CERBT-OPEB Payment - July 2026	10-670-5113	11,630.00	11,630.00 M
Total CalPERS CERBT-OPEB:						11,630.00
CALPERS Retirement						
20260804						
08/26	08/04/2026	6.26.26 RETIR	EE & ER Retirement- Administration - Adjustment	10-400-5120	499.03	499.03 M
202607231						
07/26	07/23/2026	7.24.26 RETIR	EE & ER Retirement- Administration	10-400-5120	4,996.80	4,996.80 M
07/26	07/23/2026	7.24.26 RETIR	EE & ER Retirement- Maintenance	10-480-5120	3,052.97	3,052.97 M
07/26	07/23/2026	7.24.26 RETIR	EE & ER Retirement- Laboratory	10-560-5120	1,877.94	1,877.94 M
07/26	07/23/2026	7.24.26 RETIR	EE & ER Retirement- Engineering	10-420-5120	3,921.45	3,921.45 M
07/26	07/23/2026	7.24.26 RETIR	EE & ER Retirement- Collections	10-460-5120	7,501.66	7,501.66 M
07/26	07/23/2026	7.24.26 RETIR	EE & ER Retirement- Plant	10-600-5120	10,489.63	10,489.63 M
202608052						
08/26	08/05/2026	8.7.26 RETIRE	EE & ER Retirement- Plant	10-600-5120	10,489.63	10,489.63 M
08/26	08/05/2026	8.7.26 RETIRE	EE & ER Retirement- Laboratory	10-560-5120	1,877.94	1,877.94 M
08/26	08/05/2026	8.7.26 RETIRE	EE & ER Retirement- Maintenance	10-480-5120	3,052.96	3,052.96 M
08/26	08/05/2026	8.7.26 RETIRE	EE & ER Retirement- Collections	10-460-5120	7,501.66	7,501.66 M
08/26	08/05/2026	8.7.26 RETIRE	EE & ER Retirement- Engineering	10-420-5120	3,997.38	3,997.38 M
08/26	08/05/2026	8.7.26 RETIRE	EE & ER Retirement- Administration	10-400-5120	4,996.80	4,996.80 M
Total CALPERS Retirement:						64,255.85
Central Marin Sanitation Agency						
30002452						
08/26	08/12/2026	INV02809	County Wide Shared Public Education Program - FY26 Q4	10-560-5327	6,010.44	6,010.44
Total Central Marin Sanitation Agency:						6,010.44
Centricity GIS						
30002453						
08/26	08/12/2026	1970	Cityworks Implementation and Antero Migration	10-400-7504	2,100.00	2,100.00
Total Centricity GIS:						2,100.00
Cintas Corporation						
30002454						
08/26	08/12/2026	4273227944	Safewasher Service	10-480-5339	314.68	314.68
08/26	08/12/2026	4275471220	Laundry Service for week of 7.13.2026	10-460-5334	368.71	368.71
08/26	08/12/2026	4275471220	Laundry Service for week of 7.13.2026	10-600-5334	368.71	368.71
08/26	08/12/2026	4275471220	Laundry Service for week of 7.13.2026	10-600-5339	164.49	164.49

M = Manual Check, V = Void Check

GL Period	Check Issue Date	Invoice Number	Description	Invoice GL Account	Invoice Amount	Amount
08/26	08/12/2026	4275471220	Laundry Service for week of 7.13.2026	10-460-5339	164.49	164.49
08/26	08/12/2026	4276210640	Laundry Service for week of 7.20.2026	10-460-5334	368.71	368.71
08/26	08/12/2026	4276210640	Laundry Service for week of 7.20.2026	10-600-5334	368.71	368.71
08/26	08/12/2026	4276210640	Laundry Service for week of 7.20.2026	10-600-5339	164.49	164.49
08/26	08/12/2026	4276210640	Laundry Service for week of 7.20.2026	10-460-5339	164.49	164.49
08/26	08/12/2026	4276941377	Laundry Service for week of 7.27.2026	10-460-5334	368.71	368.71
08/26	08/12/2026	4276941377	Laundry Service for week of 7.27.2026	10-600-5334	368.71	368.71
08/26	08/12/2026	4276941377	Laundry Service for week of 7.27.2026	10-600-5339	164.49	164.49
08/26	08/12/2026	4276941377	Laundry Service for week of 7.27.2026	10-460-5339	164.49	164.49
08/26	08/12/2026	4277698853	Laundry Service for week of 8.03.2026	10-460-5334	368.71	368.71
08/26	08/12/2026	4277698853	Laundry Service for week of 8.03.2026	10-600-5334	368.71	368.71
08/26	08/12/2026	4277698853	Laundry Service for week of 8.03.2026	10-460-5339	164.49	164.49
08/26	08/12/2026	4277698853	Laundry Service for week of 8.03.2026	10-600-5339	164.49	164.49
Total Cintas Corporation:						4,580.28
Cintas Corporation 2						
22608						
08/26	08/12/2026	5349848708	First Aid Kid Refill	10-460-5243	496.75	496.75
Total Cintas Corporation 2:						496.75
CPS HR Consulting						
30002455						
08/26	08/12/2026	0021110	Human Resources Consulting Services - through 6.27.26	10-400-5331	1,163.75	1,163.75
Total CPS HR Consulting:						1,163.75
Currie Engineers						
22625						
08/26	08/13/2026	001	Construction Management and Inspection Services for Phase 3: Sup	10-420-7107	7,907.50	7,907.50
08/26	08/13/2026	002	Construction Management and Inspection Services for Phase 3: Sup	10-420-7107	41,483.45	41,483.45
Total Currie Engineers:						49,390.95
Custom Tractor Service						
30002456						
08/26	08/12/2026	LGVSD072926	Reclamation Pastureland Irrigation Operations and Maintenance in J	10-580-5323	30,500.00	30,500.00
08/26	08/12/2026	LGVSD073026	Excavator - dirt spoils spreading at wildlife ponds	10-580-5312	875.00	875.00
Total Custom Tractor Service:						31,375.00
Diepenbrock Elkin Dauer McCandless LLP						
30002447						
08/26	08/06/2026	MEDIATION F	Mediation Fee - Myers and Sons	10-400-5351	4,000.00	4,000.00
Total Diepenbrock Elkin Dauer McCandless LLP:						4,000.00
Direct Dental Administrators LLC						
20260806						
08/26	08/06/2026	D20260807.28	Dental Payment - Collections	10-460-5117	1,024.95	1,024.95 M
08/26	08/06/2026	D20260807.28	Dental Payment - Engineering	10-420-5117	434.83	434.83 M
08/26	08/06/2026	D20260807.28	Dental Payment - Lab	10-560-5117	455.40	455.40 M
20260810						
08/26	08/10/2026	202607280000	Admin Fees - Admin - August 2026	10-400-5117	41.00	41.00 M
08/26	08/10/2026	202607280000	Admin Fees - Engineering - August 2026	10-420-5117	40.00	40.00 M
08/26	08/10/2026	202607280000	Admin Fees - Board - August 2026	10-440-5117	29.00	29.00 M

M = Manual Check, V = Void Check

GL Period	Check Issue Date	Invoice Number	Description	Invoice GL Account	Invoice Amount	Amount	
08/26	08/10/2026	202607280000	Admin Fees - Collections - August 2026	10-460-5117	64.00	64.00	M
08/26	08/10/2026	202607280000	Admin Fees - Maintenance - August 2026	10-480-5117	29.00	29.00	M
08/26	08/10/2026	202607280000	Admin Fees - Lab - August 2026	10-560-5117	18.00	18.00	M
08/26	08/10/2026	202607280000	Admin Fees - Plant - August 2026	10-600-5117	75.00	75.00	M
Total Direct Dental Administrators LLC:						2,211.18	
Downing Heating Inc							
30002457							
08/26	08/12/2026	F-17616	AC1 and AC2 Diagnosis and Repair	10-600-5319	6,321.00	6,321.00	
Total Downing Heating Inc:						6,321.00	
Du-All Safety LLC							
30002458							
08/26	08/12/2026	27396	Safety & Training July 2026	10-460-5241	4,728.00	4,728.00	
Total Du-All Safety LLC:						4,728.00	
Edelstein, Daniel							
30002459							
08/26	08/12/2026	260727	RWQCB Survey and Report	10-580-5342	2,418.00	2,418.00	
Total Edelstein, Daniel:						2,418.00	
EOA Inc							
30002460							
08/26	08/12/2026	LG36-0626	EOA Support FY 2025 2026 Task 1 Support for NPDES, Reclamatio	10-600-5341	3,900.65	3,900.65	
08/26	08/12/2026	LG36-0626	EOA Support FY 2025 2026 Task 1 Support for NPDES, Reclamatio	60-620-5341	688.35	688.35	
Total EOA Inc:						4,589.00	
Gardeners Guild							
30002461							
08/26	08/12/2026	126353	Maintenance for August 2026	10-600-5312	2,285.00	2,285.00	
Total Gardeners Guild:						2,285.00	
Grainger							
30002462							
08/26	08/12/2026	9023000038	Knit Gloves 12 PK - QTY 5	10-480-5211	413.29	413.29	
08/26	08/12/2026	9025032823	Misc. Supplies	10-480-5315	24.14	24.14	
08/26	08/12/2026	9031324891	Flood Light - QTY 4	10-480-5315	196.27	196.27	
Total Grainger:						633.70	
Hach Company							
30002463							
08/26	08/12/2026	15103463	Full Container Shut-Off	10-560-5284	399.43	399.43	
Total Hach Company:						399.43	
Hunt, Brandon							
30002464							
08/26	08/12/2026	26.27 WELLNE	FY 26.27 Wellness Reimbursement	10-400-5170	500.00	500.00	

GL Period	Check Issue Date	Invoice Number	Description	Invoice GL Account	Invoice Amount	Amount
Total Hunt, Brandon:						500.00
IDEXX Distribution Inc						
22609						
08/26	08/12/2026	3206314725	ENTEROLERT 100ML - 20 PACK	60-620-5284	379.97	379.97
08/26	08/12/2026	3207110375	ENTEROLERT 100ML - 20 PACK	60-620-5284	379.67	379.67
08/26	08/12/2026	3207208465	ENTEROLERT 100ML - 20 PACK	60-620-5284	379.97	379.97
Total IDEXX Distribution Inc:						1,139.61
Jackson's Hardware Inc						
22610						
08/26	08/12/2026	205325	Misc. Supplies	10-480-5317	594.12	594.12
08/26	08/12/2026	205759	Misc. Supplies	10-480-5317	69.81	69.81
08/26	08/12/2026	205803	Misc. Supplies	10-580-5312	246.40	246.40
Total Jackson's Hardware Inc:						910.33
Kemira Water Solutions Inc.						
30002465						
08/26	08/12/2026	9017951747	Ferric Chloride - 7 29 26	10-600-5283	11,191.77	11,191.77
Total Kemira Water Solutions Inc.:						11,191.77
Loveless, Ralph						
30002477						
08/26	08/13/2026	WASTE WATE	Waste Water Operator III Cert Reimbursement	10-480-5461	274.00	274.00
Total Loveless, Ralph:						274.00
Maeda, Richela						
30002466						
08/26	08/12/2026	26.27 WELLNE	FY 26.27 Wellness Reimbursement	10-420-5170	500.00	500.00
Total Maeda, Richela:						500.00
Marin Ace						
22611						
08/26	08/12/2026	85260	Glass Cleaner	10-460-5221	3.92	3.92
08/26	08/12/2026	85269	TIME DELAY FUSE 10A 2PK	10-460-5317	7.86	7.86
Total Marin Ace:						11.78
Marin IJ						
22612						
08/26	08/12/2026	6.26 - 6.27 - DI	Newspaper - Digital for 2026/2027	10-400-5433	447.95	447.95
Total Marin IJ:						447.95
McNabb Construction, Inc.						
30002467						
08/26	08/12/2026	LGVSD-02	Reclamation Aquatic Vegetation Removal Phase I	10-580-8806	70,545.00	70,545.00
Total McNabb Construction, Inc.:						70,545.00

GL Period	Check Issue Date	Invoice Number	Description	Invoice GL Account	Invoice Amount	Amount
Midstate Construction Corporation						
22626						
08/26	08/13/2026	PROGRESS P	Phase 3: Superstructure (Multipurpose Laboratory Building)	10-420-7107	408,917.05	408,917.05
Total Midstate Construction Corporation:						408,917.05
Murray, Craig						
30002468						
08/26	08/12/2026	AUG 2026 HEA	Aug 26 Health Reimbursement	10-440-5115	125.00	125.00
08/26	08/12/2026	7.24.26 DENTA	Dental Reimbursement 7.24.26	10-440-5115	232.00	232.00
Total Murray, Craig:						357.00
Nigro & Nigro						
22627						
08/26	08/13/2026	24522	Audit Services for Fiscal Year 2025-2026 1st installment Interim Audi	10-400-5353	12,000.00	12,000.00
Total Nigro & Nigro:						12,000.00
Operating Engineers Local No 3						
30002469						
08/26	08/12/2026	8/2026-1	Union Dues 8/2026 - 1	10-000-2129	731.06	731.06
08/26	08/12/2026	8/2026-2	Union Dues 8/2026 - 2	10-000-2129	731.06	731.06
Total Operating Engineers Local No 3:						1,462.12
Pacific Gas & Electric - 0580531718-6						
22613						
08/26	08/12/2026	6.25.2026 - 7.2	Electricity @ Plant	10-600-5425	43,475.59	43,475.59
Total Pacific Gas & Electric - 0580531718-6:						43,475.59
Pacific Gas & Electric CDX7397590484						
22614						
08/26	08/12/2026	6.25.26 - 7.23.	Elec. at Recl. 6.25-7.23.26 and NEMS Annual	10-580-5425	24,504.59	24,504.59
Total Pacific Gas & Electric CDX7397590484:						24,504.59
ParcelQuest						
22615						
08/26	08/12/2026	28659	Annual ParcelQuest.com Account Renewal - FY 26.27	10-400-5362	2,399.00	2,399.00
Total ParcelQuest:						2,399.00
Parkson Corporation						
22594						
07/26	07/30/2026	AR151046673	Various Elements, Bearings, Side Plates, and Rings	10-480-5317	7,010.49-	7,010.49- V
30002446						
08/26	08/05/2026	AR151046673	Various Elements, Bearings, Side Plates, and Rings	10-480-5317	7,010.49	7,010.49
Total Parkson Corporation:						.00
Proforma						
22616						
08/26	08/12/2026	B939003651A	Business cards - Shastri & Maeda	10-420-5221	143.13	143.13

M = Manual Check, V = Void Check

GL Period	Check Issue Date	Invoice Number	Description	Invoice GL Account	Invoice Amount	Amount
Total Proforma:						143.13
PROSOLARCLEAN						
30002470						
08/26	08/12/2026	105794	Solar module cleaning	10-580-5315	3,233.35	3,233.35
Total PROSOLARCLEAN:						3,233.35
Rathlin Properties LLC						
30002471						
08/26	08/12/2026	SEPTEMBER 2	Monthly Rent	10-400-5451	10,264.00	10,264.00
Total Rathlin Properties LLC:						10,264.00
Rice Lake Weighting System						
22617						
08/26	08/12/2026	5475556	Accredited Onsite Balance Calibration and Certification	10-560-5315	637.07	637.07
Total Rice Lake Weighting System:						637.07
Riviera Finance of Texas Inc						
30002472						
08/26	08/12/2026	10050	Barnes Pump SP33D Diaphragm 10in 120v	10-600-5315	605.10	605.10
08/26	08/12/2026	INV 10063	Goulds LSP0711F Sub Pump, 3/8" Solids Handling, 3/4hp, 115v, 1ph	10-600-5317	1,353.47	1,353.47
Total Riviera Finance of Texas Inc:						1,958.57
Robards, Gary						
30002473						
08/26	08/12/2026	AUG 2026 HEA	August 2026 Health Reimbursement	10-440-5115	250.00	250.00
Total Robards, Gary:						250.00
Satcom Global						
30002474						
08/26	08/12/2026	AI08260168	Satelite Phone Service - Administration	10-400-5243	57.21	57.21
08/26	08/12/2026	AI08260168	Satelite Phone Service - Collections	10-460-5243	57.21	57.21
08/26	08/12/2026	AI08260168	Satelite Phone Service - Plant	10-600-5243	57.21	57.21
Total Satcom Global:						171.63
SGS North America Inc.						
22618						
08/26	08/12/2026	5514274	Sulfur Compounds in Air by EPA 15/16	10-560-5329	90.00	90.00
Total SGS North America Inc.:						90.00
Sun Life Financial - LIFE & ADD						
202608041						
08/26	08/04/2026	AUGUST 2026	Life & ADD - Administration	10-400-5150	420.85	420.85 M
08/26	08/04/2026	AUGUST 2026	Life & ADD - Engineering	10-420-5150	48.73	48.73 M
08/26	08/04/2026	AUGUST 2026	Life & ADD - Collections	10-460-5150	135.06-	135.06- M
08/26	08/04/2026	AUGUST 2026	Life & ADD - Maintenance	10-480-5150	85.70	85.70 M
08/26	08/04/2026	AUGUST 2026	Life & ADD - Laboratory	10-560-5150	47.10	47.10 M
08/26	08/04/2026	AUGUST 2026	Life & ADD - Plant	10-600-5150	199.55	199.55 M

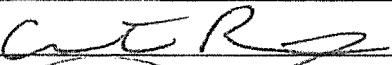
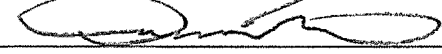
M = Manual Check, V = Void Check

GL Period	Check Issue Date	Invoice Number	Description	Invoice GL Account	Invoice Amount	Amount
Total Sun Life Financial - LIFE & ADD:						666.87
Sun Life Financial - LTD						
202608042						
08/26	08/04/2026	AUGUST 2026	LTD - Administration	10-400-5160	573.84	573.84 M
08/26	08/04/2026	AUGUST 2026	LTD - Engineering	10-420-5160	142.19	142.19 M
08/26	08/04/2026	AUGUST 2026	LTD - Collections	10-460-5160	561.37	561.37 M
08/26	08/04/2026	AUGUST 2026	LTD - Maintenance	10-480-5160	394.90	394.90 M
08/26	08/04/2026	AUGUST 2026	LTD - Lab	10-560-5160	232.40	232.40 M
08/26	08/04/2026	AUGUST 2026	LTD - Plant	10-600-5160	870.51	870.51 M
Total Sun Life Financial - LTD:						2,775.21
Univar USA Inc.						
30002475						
08/26	08/12/2026	53950566	Sodium Hypochlorite - June 10 2026	10-600-5281	12,592.78	12,592.78
08/26	08/12/2026	54062501	Sodium Bisulfite - July 29 2026	10-600-5282	5,686.47	5,686.47
08/26	08/12/2026	54077976	Sodium Hypochlorite - 8 4 26	10-600-5281	13,343.81	13,343.81
Total Univar USA Inc.:						31,623.06
Verizon Connect						
22619						
08/26	08/12/2026	606000083005	Vehicle Tracking Subscription - July 2026	10-400-5362	95.88	95.88
Total Verizon Connect:						95.88
Verizon Wireless						
22620						
08/26	08/12/2026	6149592771	District Cell Phones	10-600-5423	648.01	648.01
08/26	08/12/2026	6149592771	District Cell Phones	10-460-5423	740.26	740.26
08/26	08/12/2026	6149592771	District Cell Phones	10-480-5423	194.17	194.17
08/26	08/12/2026	6149592771	District Cell Phones	10-560-5423	69.33	69.33
08/26	08/12/2026	6149592771	District Cell Phones	10-420-5423	34.83	34.83
08/26	08/12/2026	6149592771	District Cell Phones	10-440-5423	20.02	20.02
Total Verizon Wireless:						1,706.62
Vision Service Plan						
202608043						
08/26	08/04/2026	VSP AUGUST	Vision Coverage - Administration - August 2026	10-400-5119	103.25	103.25 M
08/26	08/04/2026	VSP AUGUST	Vision Coverage - Engineering - August 2026	10-420-5119	41.30	41.30 M
08/26	08/04/2026	VSP AUGUST	Vision Coverage - Board - August 2026	10-440-5119	20.65	20.65 M
08/26	08/04/2026	VSP AUGUST	Vision Coverage - Collections - August 2026	10-460-5119	82.60	82.60 M
08/26	08/04/2026	VSP AUGUST	Vision Coverage - Maintenance - August 2026	10-480-5119	82.60	82.60 M
08/26	08/04/2026	VSP AUGUST	Vision Coverage - Lab - August 2026	10-560-5119	41.30	41.30 M
08/26	08/04/2026	VSP AUGUST	Vision Coverage - Plant - August 2026	10-600-5119	123.90	123.90 M
Total Vision Service Plan:						495.60
Water Components & Building Supply						
22621						
08/26	08/12/2026	30695588	Repair Parts for RW Hypo Pump	60-620-5317	89.44	89.44
Total Water Components & Building Supply:						89.44

M = Manual Check, V = Void Check

GL Period	Check Issue Date	Invoice Number	Description	Invoice GL Account	Invoice Amount	Amount
Water Research Foundation						
22622						
08/26	08/12/2026	000457	Utility Membership- Oct 2026 - Sept 2027	10-400-5461	3,814.00	3,814.00
Total Water Research Foundation:						3,814.00
West Yost						
22623						
08/26	08/12/2026	2068537	Grant funding, identification, tracking and application services thru Ju	10-400-5342	4,307.50	4,307.50
Total West Yost:						4,307.50
WEX Health Inc.						
20260720						
07/26	07/20/2026	7.17.26 FSA	FSA Reimbursement 7.17.26	10-000-2130	26.62	26.62 M
20260728						
07/26	07/28/2026	7.27.26 FSA	FSA Reimbursement 7.27.26	10-000-2130	25.00	25.00 M
20260729						
07/26	07/29/2026	7.28.26 FSA	FSA Reimbursement 7.28.26	10-000-2130	32.14	32.14 M
20260730						
07/26	07/30/2026	7.29.26 FSA	FSA Reimbursement 7.29.26	10-000-2130	1,394.11	1,394.11 M
20260731						
07/26	07/31/2026	7.30.26 FSA	FSA Reimbursement 7.30.26	10-000-2130	23.75	23.75 M
20260805						
08/26	08/05/2026	8.3.26 FSA CR	FSA Reimbursement 8.3.26 Credit	10-000-2130	23.75-	23.75- M
202607162						
07/26	07/16/2026	7.15.26 FSA	FSA Reimbursement 7.15.26	10-000-2130	333.46	333.46 M
202607172						
07/26	07/17/2026	7.16.26 FSA	FSA Reimbursement 7.16.26	10-000-2130	749.96	749.96 M
202608061						
08/26	08/06/2026	8.5.26 FSA	FSA Reimbursement 8.5.26	10-000-2130	5.00	5.00 M
Total WEX Health Inc.:						2,566.29
Yezman, Crystal						
30002476						
08/26	08/12/2026	AUG 2026 HEA	Aug 2026 Health Reimbursement	10-440-5115	250.00	250.00
Total Yezman, Crystal:						250.00
Grand Totals:						923,035.22

Board Member: _____

General Manager:  _____Finance Manager:  _____

Agenda Summary Report

To: Board of Directors
From: Dale McDonald, Administrative Services Manager 
(415) 526-1519 dmcdonald@lqvsd.org
Meeting Date: September 3, 2026
Re: Resolution No. 2026-2403 - Amending Board Policy F-90 (Purchasing, Including Retaining Consultants) to Add Contract Amendments and Change Orders to Policy
Item Type: Consent X Action Information Other .
Standard Contract: Yes No (See attached) Not Applicable X .

STAFF RECOMMENDATION

Adopt Resolution No. 2026-2403 approving an amendment to Board Policy F-90 (Purchasing, Including Retaining Consultants) to add Section F-90-45, delegating authority to the General Manager to process and execute amendments to professional services agreements and change orders to construction contracts within Board-authorized contingencies.

EXECUTIVE SUMMARY

At the August 20, 2026 Board meeting, the Board received an informational report on proposed Section F-90-45, Contract Amendments and Change Orders, before formal consideration. The proposed amendment is intended to reduce project delays while preserving Board oversight by authorizing the General Manager to execute amendments and change orders within defined, Board-authorized contingencies. For contracts above the F-90-40 purchasing authority and up to \$10,000,000, the cumulative limit would be the greater of that authority or 15% of the original contract value; for contracts greater than \$10,000,000, the limit would be 10%. Prior Board approval would remain required if the contingency is exceeded, project scope is materially expanded, or a budget amendment is required.

BACKGROUND

The District maintains a comprehensive Policies and Procedures Manual to guide Board governance and District operations. Board Policy F-90 establishes procedures related to purchasing and contracting, including compliance with applicable legal requirements.

At the Board's request, the Planning/Engineering Committee reviewed options for improving the processing of contract amendments and change orders on July 13, 2026. Policy F-90 currently does not specifically address these actions, so amounts exceeding the General Manager's F-90-40 purchasing authority (currently \$75,000) require individual Board approval regardless of project size and can delay active construction by approximately three weeks. Proposed Section F-90-45 establishes the applicable contingency when the Board awards a contract and permits the General Manager to act within that amount, subject to available budgeted funds under Policy F-40. Once the contingency is reached, further amendments or change orders require Board approval unless additional contingency is authorized. The amendment does not change new-contract award thresholds or emergency authority under Policy O-30.



Adoption of the resolution will formally incorporate the changes into Board policy and replace the prior version of Policy F-90.

PREVIOUS BOARD ACTION

On July 9, 2009, the Board adopted a comprehensive Policies and Procedures Manual, including Board Policy F-90. The policy was most recently approved on February 5, 2026 by resolution.

ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT

There is no direct fiscal impact associated with adoption of this policy amendment. Amendments and change orders remain subject to the availability of budgeted funds pursuant to Policy F-40 and do not increase approved budgets.

ATTACHMENT

- Resolution No. 2026-2403 – A Resolution Approving Amendment of Board Policy F-90, with copy of policy showing the addition of Section F-90-45.

RESOLUTION NO. 2026-2403

**A RESOLUTION APPROVING AMENDING BOARD POLICY F-90
ADDING CONTRACT AMENDMENTS AND CHANGE ORDERS SECTION TO THE POLICY**

THE LAS GALLINAS VALLEY SANITARY DISTRICT

WHEREAS, the Board of Directors ("Board") has determined that a comprehensive list of Policies and Procedures for the Board is in the best interest of the District; and

WHEREAS, the Board has compiled a comprehensive list of Policies and Procedures to serve as the rules and regulations of the Board; and

WHEREAS, the Board did adopt such comprehensive list of Policies and Procedures on July 9, 2009; and

WHEREAS, such policies may need to be updated from time to time; and

WHEREAS, Board Policy F-90 does not currently address amendments to professional services agreements or change orders to construction contracts, and requiring individual Board approval for amounts exceeding the General Manager's purchasing authority regardless of project size can delay active projects; and

WHEREAS, the Board has considered proposed Section F-90-45, which establishes Board-authorized contingencies based on original contract value and delegates authority to the General Manager to execute amendments and change orders within those contingencies, while retaining prior Board approval when the applicable contingency is exceeded, the project scope is materially expanded, or a budget amendment is required; and

WHEREAS, the Board wishes to codify the addition of the Contract Amendments and Change Order section F-90-45 requirements in Board Policy F-90.

NOW THEREFORE, the Board of Directors of the Las Gallinas Valley Sanitary District hereby adopts the amended Board Policy F-90 Purchasing which incorporates the addition of section F-90-45, Contract Amendment and Change Orders, attached.

BE IT FURTHER RESOLVED, that previously approved Board Policy F-90 is hereby revoked and declared null and void.

If any policy or portion of a policy contained within the Policies and Procedures is in conflict with rules, regulations, or legislation having authority over the Las Gallinas Valley Sanitary District, said rules, regulations or legislation shall prevail.

The Policies and Procedures shall remain in effect until amended by at least a majority vote of the Board of Directors.

* * * * *

I hereby certify that the foregoing is a full, true, and correct copy of a resolution duly and regularly passed and adopted by the Sanitary Board of the Las Gallinas Valley Sanitary District, Marin County, California, at a meeting thereof held on the 3rd day of September 2026, by the following vote of the members thereof:

AYES, and in favor thereof Members:

NOES, Members:

ABSENT, Members:

ABSTAIN, Members:

Dale McDonald, Acting Board Secretary

APPROVED:

Crystal J. Yezman, President of Board of Directors

SEAL

F-90 PURCHASING, INCLUDING RETAINING CONSULTANTS**Purpose**

This policy establishes procedures for preparing and approving purchase orders; and preparing, reviewing, and approving contracts. It also covers legal requirements, petty cash, limits on General Manager purchases, the required "paper trail," conformance with received orders, and consultant arrangements.

F-90-10 Vendors for Small Items. To purchase small items -- such as office supplies, auto parts, and other miscellaneous items costing less than \$2,000 -- the General Manager will set policies for selecting vendors. District accounts are awarded to firms at management discretion that support local businesses, enable the purchase of green and/or recycled products, as well as provide for competitive prices, discounts, service levels, and convenience.

F-90-15 Petty Cash. A Petty Cash fund shall be maintained in the District office having a balance-on-hand maximum of \$500.00. Petty cash may be advanced to District staff upon their request for the purpose of procuring item(s) or service(s) appropriately relating to District business. After said item(s) or service(s) have been obtained, a receipt for same shall be submitted to the Administrative Assistant or Administrative/Financial Specialist and any remaining advanced funds shall be returned. The maximum petty cash advance shall be \$100.00. No personal checks shall be cashed in the petty cash fund. The petty cash fund shall be included in the District's annual independent accounting audit.

F-90-20 Out-of-Pocket Expenses. Whenever employees of the District incur "out-of-pocket" expenses for item(s) or service(s) appropriately relating to District business as verified by valid receipts, said expenses shall be reimbursed upon request from the District's petty cash fund or by check if needed. In instances when a receipt is not obtainable, the requested reimbursement shall be approved by the Administrative Services Manager prior to remuneration.

F-90-25 Notice Requirements. The District shall give recognized employee organizations no less than 45 days' written notice before issuing a request for proposals (RFPs), request for quotes (RFQs), or renewing or extending an existing contract to perform services that are within the scope of work of the job classifications represented by the recognized employee organization, subject to certain exceptions. The procedures are outlined in Administrative Policy A-07 and may be updated from time by the Administrative Services Manager to comply with Government Code Section 3504.1.

F-90-30 Quotations. To purchase items costing more than \$2,000, written quotations will be solicited from vendors and received by email, fax, or mail. District Staff may approve purchase orders up to the amount of their purchasing authority per F-90-40. For purchases between \$5,000 and \$15,000 three quotes will be obtained, unless the item is on the District's approved Summary of Specified Equipment List or replacement equipment is from a manufacturer's authorized dealer. In cases where the General Manager determines that certain products may provide a better service life, durability, meet a specific need or provide greater efficiency than other products he/she has the authority to order that product or engage the service without multiple quotes. The General Manager also has the authority to utilize specific maintenance and repair vendors as he/she deems appropriate or necessary.

Resolution 2026-2403	Date Approved: September 3, 2026
President of the Board	Last Reviewed: September 18, 2025

F-90-35 Uniform Public Construction Cost Accounting Act (UPCCAA). Public projects, as defined by the Act and in accordance with the limits listed in Section 22032 of the Public Contract Code, may be let to contract by informal procedures as set forth in Section 22032, et seq., of the Public Contract Code. Projects less than \$75,000 may be performed by staff of the Agency, by force account with a contractor, by negotiated contract, or by use of a purchase order. (District Code Title 1 Chapter 7).

F-90-40 Purchasing Authority. The purchasing authority listed below shall apply except as authorized by separate Board action for specific construction projects.

Position	Authority
Board of Directors	No Limit
General Manager	- Construction and consultant contracts up to \$75,000 - Purchase Orders up to \$75,000 - Budgeted informally bid construction contracts between \$75,001 and \$220,000. <i>(Per UPCCAA)</i>
Plant Manager	Purchases up to \$10,000.
District Engineer	Purchases and budgeted informally bid construction contracts up to \$20,000
Collection System/Maintenance/Safety Manager	Purchases up to \$10,000
Administrative Services Manager	Purchases up to \$10,000
District Executive Assistant/Board Secretary	Purchases up to \$5,000
Administrative/Financial Specialist	Purchases up to \$5,000
Grant Management and Procurement Specialist	Purchases up to \$5,000
Assistant/Associate and Senior Engineer	Purchases up to \$5,000
Environmental Services Supervisor	Purchases up to \$7,500
Plant Operations and Maintenance Supervisors	Purchases up to \$7,500
Skilled Maintenance Worker I/II	Purchases up to \$1,000
Administrative Assistant	Purchases up to \$1,000

Formal construction bid contracts in excess of \$75,000 must come to the Board for approval prior to execution.

For purchases in excess of \$15,000, staff will inform the Board of Directors regarding the item as soon as administratively feasible.

F-90-45 Contract Amendments and Change Orders.

(a) Purpose. This section delegates to the General Manager the authority to process and execute amendments to professional services agreements and change orders to construction contracts within Board-authorized contingencies, in order to maintain project continuity while preserving Board oversight of significant cost growth.

Resolution 2026-2403	Date Approved: September 3, 2026
President of the Board	Last Reviewed: September 18, 2025

(b) Delegated Authority. The General Manager may negotiate and execute amendments to professional services agreements and change orders to construction contracts without prior Board approval, as follows:

(1) For agreements and contracts with an original value at or below the General Manager's purchasing authority established in F-90-40, amendments and change orders may be executed within the General Manager's existing authority under F-90-40, provided the total contract value, including all amendments and change orders, remains within that authority and the Board-approved budget for the project.

(2) For agreements and contracts with an original value above the General Manager's purchasing authority established in F-90-40, up to and including \$10,000,000, the cumulative value of all amendments and change orders shall not exceed the greater of: (i) the General Manager's purchasing authority established in F-90-40; or (ii) fifteen percent (15%) of the original contract value.

(3) For agreements and contracts with an original value greater than \$10,000,000, the cumulative value of all amendments and change orders shall not exceed ten percent (10%) of the original contract value.

(c) Project Contingency Established at Award. Board award of a contract described in subsection (b)(2) or (b)(3) shall automatically constitute authorization of a project contingency equal to the applicable percentage of the original contract value, without the need for separate Board action. Staff reports recommending contract award shall state the resulting contingency amount. Exercise of the delegated authority is subject to the availability of budgeted funds pursuant to Policy F-40.

(d) Prior Board Approval Required. Prior Board approval shall be required for any amendment or change order that would: (1) cause the cumulative value of amendments or change orders to exceed the applicable contingency established in subsection (b); (2) materially expand the scope of the project beyond that described to the Board at award; or (3) require a budget amendment pursuant to Policy F-40-40. Once the applicable contingency has been reached, any subsequent amendment or change order shall follow the District's standard approval process under this Policy F-90, including prior Board approval, unless the Board authorizes additional contingency for the project. The General Manager may request that the Board authorize additional contingency at a properly noticed Board meeting, and amendments and change orders within any additional Board-authorized contingency may thereafter be executed under subsection (b).

(e) Relationship to Other Provisions. This section governs amendments and change orders to existing contracts and does not modify the thresholds in F-90-40 for the award of new contracts, nor the requirements of F-90-75 (Intergovernmental Agreements) or F-90-80 (Contract Execution). Nothing in this section limits the General Manager's emergency authority under Policy O-30, including O-30-35 (Purchasing Exceptions for Emergencies). In the event of any conflict between this section and any other provision of Policy F-90 with respect to amendments and change orders to existing contracts, this section shall govern.

Summary of Delegated Authority

Original Contract Value	Cumulative Amendment / Change Order Authority (GM)
At or below the F-90-40 purchasing authority	Within existing F-90-40 authority and project budget
Above the F-90-40 purchasing authority, up to and including \$10,000,000	Up to the greater of the F-90-40 purchasing authority or 15% of original contract value
Over \$10,000,000	Up to 10% of original contract value

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F-90-50 Expense Authorization in the Absence of the General Manager. In the absence of the General Manager, two (2) managers may sign the purchase order for amounts in excess of \$15,000. The General Manager will approve the purchase order prior to payment.

F-90-60 Purchase Orders. Purchases over \$10,000 require a purchase order to be issued prior to ordering.

F-90-70 Disbursements. The District requires that all disbursements be properly approved and authorized. To ensure that internal control is maintained over cash disbursements the following procedures will be performed:

- The General Manager can authorize payment of demands without prior approval by the Board if the District Treasurer determines the demands are payable within the District's approved budget.
- Disbursements, whether by check or electronic transfer, shall be included on a Warrant List and presented to the Board at the next regular meeting for review. Invoices and related support documents will be available prior to and at the Board meeting for review, providing for additional Board oversight.
- Demands exceeding the District's approved budget shall be subject to Board approval before payment.
- Disbursements made by check shall require two signatures for valid, documented and approved expenses by the District. Signing authority is to be granted by Resolution. Generally, checks drawn from the Operating bank account will be signed by the General Manager and Administrative Services Manager, who serves as the District Treasurer. Where either the General Manager or Administrative Services Manager is not available, a Board member may sign in place of the General Manager or the Administrative Services Manager, or two Board members may sign in place of the General Manager and the Administrative Services Manager.

F-90-75 Intergovernmental Agreements. Agreements between two or more government agencies or non-governmental organizations (NGOs) regardless of purchase amount must be approved by the Board.

F-90-80 Contract Execution. Regardless of expenditures and expense authorization levels, and unless otherwise authorized by the District Board, the Board (in the form of its President) and/or the General Manager shall remain the sole entities authorized to execute formal contracts on behalf of the District. Contracts shall include but not be limited to: Agreements with other governmental entities or NGOs; professional services agreements; construction, maintenance services, equipment procurement, and material supply contracts; and amendments thereof.

F-90-90 Consultants. Consultants will be retained whenever in the judgment of the General Manager that there are not sufficient resources or expertise to accomplish a task.

- Prospective consultants shall be selected from experienced, competent and reliable firms or individuals to provide the necessary resource.
- For consulting expenditures below \$75,000, consultants may be selected sole-source on the basis of their qualifications and ability.
- For consulting procurements exceeding \$75,000, a competitive process may be followed with emphasis on professional capability, availability to complete the task as well as cost. Professional Services Contracts over \$75,000 shall be submitted to the Board for approval. However in the case where the Board deems it more prudent and in the best interest of continuity of services, a consultant contract may be awarded without a competitive process.
- Regular reports of consultant's progress shall be reviewed by the General Manager and reported to the Board.

Resolution 2026-2403	Date Approved: September 3, 2026
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F-90-95 Vehicles. Fleet vehicles should be purchased through cooperative purchasing agreements or statewide contract. The Vehicle & Equipment Replacement Fund will be used to fund replacement vehicles and related equipment. The Board shall authorize the purchase of vehicles as part of the budget process or by separate Board action if not budgeted.

Resolution 2026-2403	Date Approved: September 3, 2026
President of the Board	Last Reviewed: September 18, 2025

Agenda Summary Report

To: Board of Directors
From: Curtis Paxton, General Manager
(415) 526-1511; cpaxton@lgsd.org
Mtg. Date: September 3, 2026
Re: Las Gallinas Valley Sanitary District Response to the Grand Jury Report
(Consolidation)
Item Type: Consent X Action Information
Standard Contract: Yes No (See attached) Not Applicable X .

STAFF RECOMMENDATION

Receive the 2025-26 Marin County Civil Grand Jury report titled "*Better Service at Lower Cost – Optimizing Essential Services for the Future of Marin*" dated June 11, 2026.

Review the draft response to the Grand Jury Report and authorize the General Manager to provide the response to the Grand Jury.

BACKGROUND

The 2025-26 Marin County Civil Grand Jury issued a report titled "*Better Service at Lower Cost – Optimizing Essential Services for the Future of Marin*" dated June 11, 2026. A copy of the report is attached. The Grand Jury is requiring that the District provide a response to all Findings and Recommendations (Findings F1 - F7 and Recommendations R1 – R9). A draft response is attached for the Board's review and consideration. The Grand Jury Report Ad-Hoc Committee (President Yezman/Director Robards) met twice to help staff in preparing the draft response.

PREVIOUS BOARD ACTION

N/A

ENVIRONMENTAL REVIEW

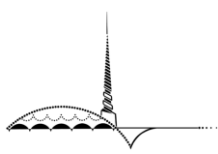
N/A

FISCAL IMPACT

N/A

ATTACHMENTS:

- Grand Jury Report: "*Better Service at Lower Cost – Optimizing Essential Services for the Future of Marin*" dated June 11, 2026
- Draft Response Letter



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

June 11, 2026

SUMMARY

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

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

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

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

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

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

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

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

BACKGROUND

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

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

APPROACH

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

DISCUSSION

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

² <https://www.marinlafco.org/special-districts-list>

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

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

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

BENEFITS OF OPTIMIZING FOR BETTER SERVICES

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

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

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

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

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

BARRIERS AND CHALLENGES

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

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

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

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

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

Ross’ risk profile has also changed. Stronger building standards have reduced fire risk, while an aging population requires better medical response. Staffing a standalone station is easy to

demand, but difficult to sustain, according to local firefighters. Rather than “building for yesterday,” Ross’ elected officials should focus on a coordinated countywide system, emphasizing strong medical response capabilities.

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

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

THE CASE FOR TERM LIMITS FOR BOARD POSITIONS

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

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

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

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

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

THE CASE FOR HARMONIZED FEES, PRICING MODELS AND SERVICE LEVELS

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

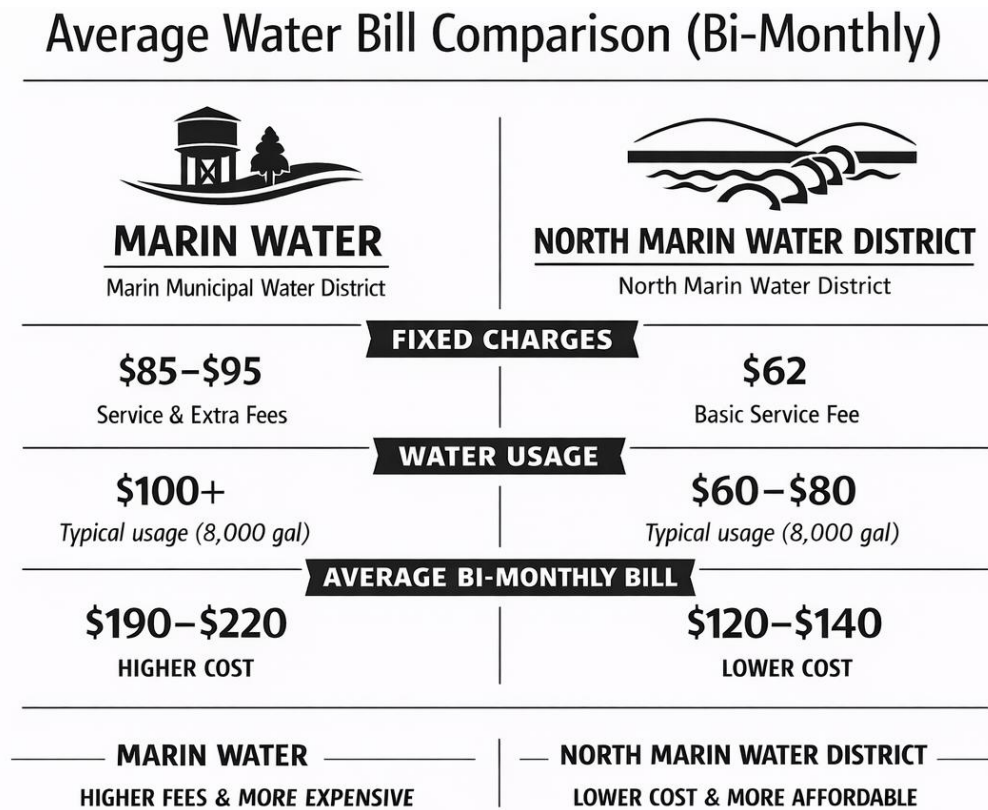
Graphic 1: Annual Sewer Service Charges — [Novato Sanitary District Final Budget 2025–2026](#)³

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

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

³ <https://novatosan.com/doc/10320/>

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



Source: Calculated customer water rates effective 2025 from Marin Municipal Water District and North Marin Water District.

Chart created by the Grand Jury.

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

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

Duplication of efforts for common administrative services is another significant opportunity to improve quality and lower cost — without compromising core services or a loss of perceived “local control.” Every special district has currently organized these services in ways it perceives to be affordable and meet its needs, and cover its risks. These common administrative tasks range from general IT services (cyber security, web hosting), legal support and advice, finance (reporting, accounting), purchasing services, HR (payroll, employee relations, staffing processes and procedures) to general business insurance needs. All of these functions take a significant amount of time to organize and divert energy from tasks and responsibilities that are key

contributors to the success of each district. During our investigation, the Grand Jury found these services organized along many different standards, from highly professional, to very basic, to substandard. We believe that providing these services on a county level would result in:

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

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

THE CASE FOR LEGAL CONSOLIDATION

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

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

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

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

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



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

CONCLUSION

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

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

FINDINGS

- F1.** The current fragmented structure of special districts results in unnecessary duplication of administrative services and operational inefficiencies.
- F2.** Some districts perform competently but lack sufficient scale to support long-term strategic investment in infrastructure, technology, staffing, and resilience.
- F3.** Smaller districts are disproportionately vulnerable to staffing disruptions and catastrophic events that could rapidly impair service delivery.
- F4.** Although consolidation is a popular idea among many elected board members, current governance structures, absence of board member term limits, and fear of loss of political influence discourage boards and administrators from initiating consolidation even when they recognize its benefits.
- F5.** Service and pricing inequities currently exist across Marin and may increase if consolidation and functional collaboration do not accelerate.
- F6.** Performance metrics for essential, mission-specific services exist but they are not readily available and standardized, which prevents meaningful public comparison of district effectiveness and undermines accountability.
- F7.** Without proactive reform, future consolidations are more likely to occur through crisis-driven intervention, resulting in greater disruption and higher costs.

RECOMMENDATIONS

- R1.** By January 1, 2027, all special district boards should have conducted their first semi-annual consolidation exploration meeting with similar districts and will have established a regular meeting schedule moving forward.
- R2.** By October 1, 2026, the Board of Supervisors should direct the development of comprehensive, cost-efficient shared services (such as IT, legal, finance, HR/payroll, harmonized compensation/benefits package, insurance) for special districts to optimize expenses and secure a Marin-wide acceptable quality standard. First limited-service offerings are encouraged to be made available by January 1, 2027.
- R3.** By January 31, 2027, with the assistance of the County, all districts should develop and publish on their website standardized, comparable Key Performance Indicators (KPIs) with regard to service pricing, finance, staffing, operations, and customer satisfaction.
- R4.** By January 31, 2027, each district should publicly update findings and progress regarding consolidation opportunities, and share those findings with the Board of Supervisors and the public on a semi-annual basis.
- R5.** By January 31, 2027, the Board of Supervisors should oversee compliance with R1–R4 and update the public on the districts’ performance.
- R6.** By October 1, 2026, in the process of implementing R1 and R2, districts should prioritize functional consolidation in operations, procurement, training, and administration as a precursor to formal consolidation.

- R7.** By October 1, 2026, the district's board compensation, benefits, length of service, date of term end, and expenses related to board work should be clearly and prominently posted on each district's website and updated annually.
- R8.** By June 1, 2027, special districts should adopt term limits of two consecutive four-year terms for all board members. Staggered implementation of term limits to avoid disruptions is encouraged.
- R9.** By June 1, 2027, board compensation structures should be reviewed across districts, and considered for adjustment. All components of board compensation should be posted on their website (see best practice example in Appendix B).

REQUIRED RESPONSES

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

From the following governing bodies within 90 days:

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

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

INVITED RESPONSE

From the following county official within 60 days:

- Marin County Executive

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

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

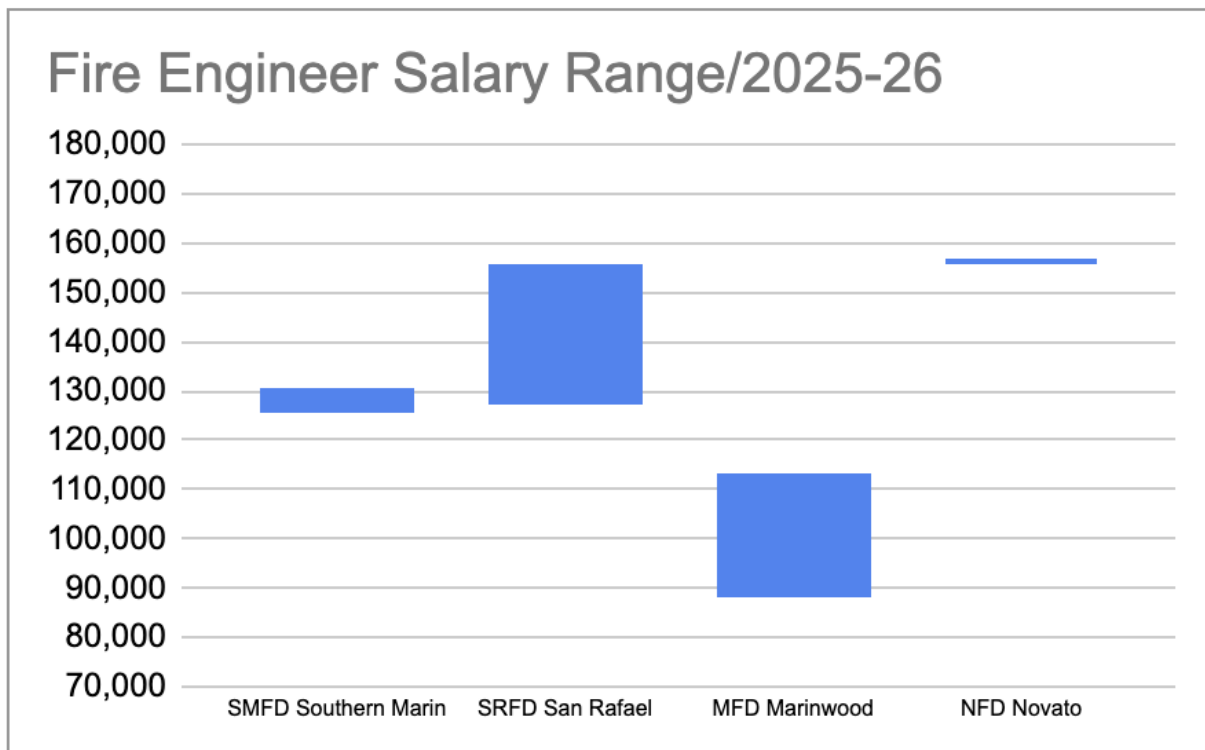
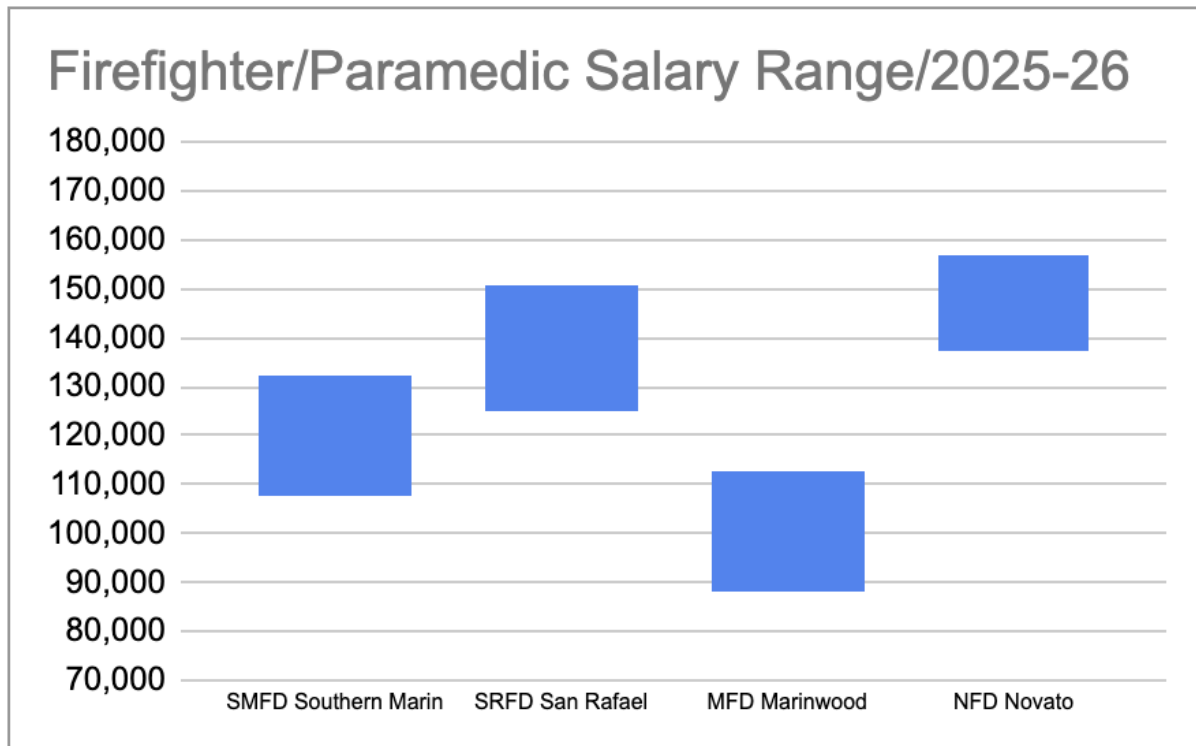
Reports issued by the Civil Grand Jury do not identify individuals interviewed. Penal Code section 929 requires that reports of the Grand Jury *not* contain the name of any person or facts leading to the identity of any person who provides information to the Civil Grand Jury. The California State Legislature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

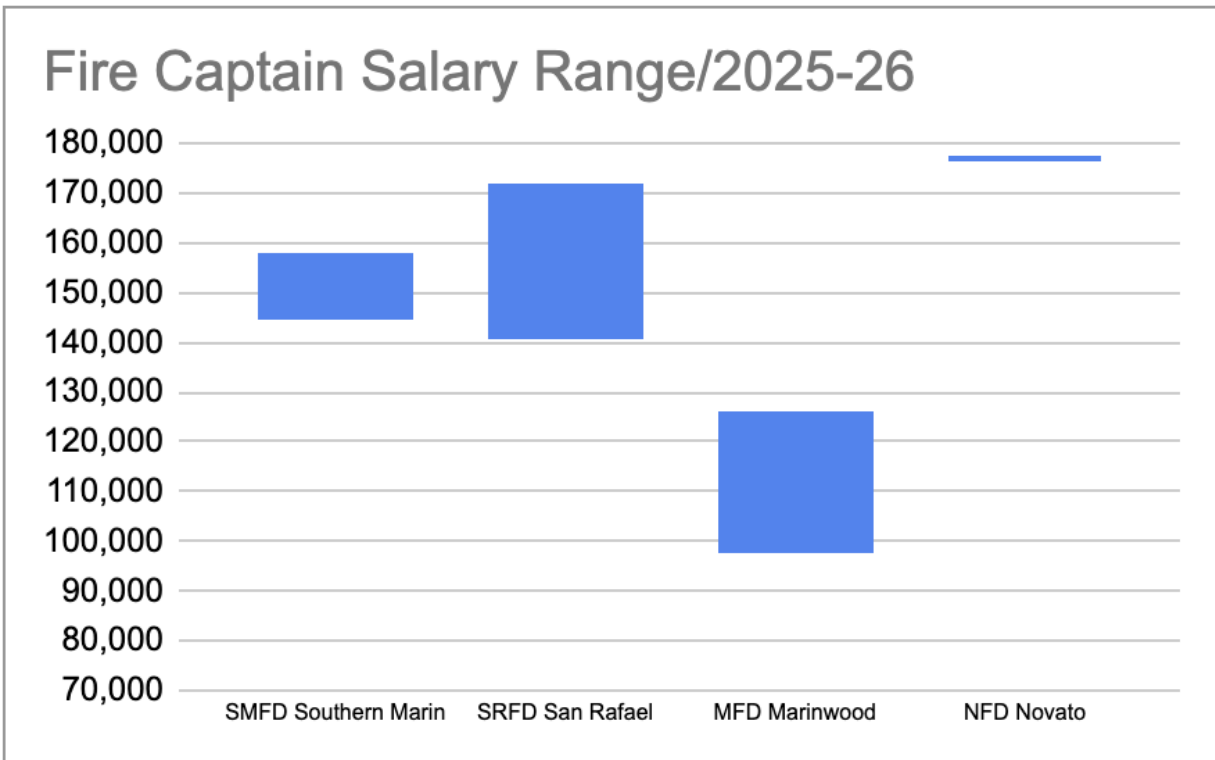
GLOSSARY

A comprehensive overview of special district related terms and acronyms can be found on the [Marin LAFCo⁴](https://www.marinlafco.org/special-districts-list) website.

⁴ <https://www.marinlafco.org/special-districts-list>

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





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

APPENDIX B: Example of Best Practice Board Compensation Transparency

Shown: Marin Municipal Water District, 2024–2025

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

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

APPENDIX C: Special District Consolidation Tactical Table

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

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

DRAFT

September 4, 2026

The Honorable Judge Stephen P. Freccero
Marin County Superior Court
P.O. Box 4988
San Rafael, CA 94913-4988

Foreperson
Marin County Civil Grand Jury
3501 Civic Center Drive, Room #275
San Rafael, CA 94903

Re: Grand Jury Report Responses to “Better Service at Lower Cost: Optimizing Essential Services for the Future of Marin” (06/11/2026)

The Board of Directors of the Las Gallinas Valley Sanitary District (LGVSD) submits the following responses pursuant to California Penal Code sections 933 and 933.05. The Board approved these responses at its duly noticed public meeting on September 3, 2026.

LGVSD provides wastewater collection, treatment, resource-recovery, and recycled-water services to more than 30,000 residents and businesses in northern San Rafael and surrounding communities. The District's treatment and water-recycling facilities are located on more than 400 acres adjacent to San Pablo Bay.

LGVSD recognizes the report's acknowledgment that consolidation is not appropriate for every district in every circumstance and that locally driven functional collaboration may provide benefits. Because the report presents countywide findings involving agencies with materially different services, resources, and governance structures, LGVSD's responses address each finding and recommendation as it applies to the District.

LGVSD responses to all findings and recommendations (F1-F7 and R1-R9) are outlined below.

Report Findings

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

LGVSD Response: The District disagrees partially with the finding.

LGVSD agrees that separately governed public agencies may duplicate certain administrative functions. LGVSD disagrees that its current structure results in unnecessary operational duplication or inefficiency. The District provides both wastewater

collection and wastewater treatment services and regularly evaluates shared-service and interagency opportunities where a documented operational, financial, regulatory, or customer-service benefit may be achieved.

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

LGVSD Response: The District disagrees wholly with the finding as applied to LGVSD.

The report does not identify LGVSD-specific facts demonstrating that the District lacks sufficient scale or capability to support long-term investment. LGVSD maintains an adopted annual budget, a five-year capital improvement program, infrastructure planning documents, regulatory compliance programs, technology systems, and emergency preparedness plans. The District's FY 2026-27 Adopted Budget includes a five-year capital improvement program and identifies capital improvements as a principal expenditure driver over approximately the next 10 to 15 years.

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

LGVSD Response: The District disagrees wholly with the finding as applied to LGVSD.

LGVSD maintains formal emergency preparedness and operational-continuity measures, including an all-hazards Emergency Operations Plan coordinated with the Marin County Operational Area, a current Sewer System Management Plan defining operational and emergency responsibilities, and mutual-aid relationships with other wastewater agencies. These measures reduce the District's vulnerability to staffing disruptions and catastrophic events.

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

LGVSD Response: The District disagrees wholly with the finding as applied to LGVSD.

The District does not take a position on the motivations of officials serving other public agencies. As applied to LGVSD, the report does not identify evidence that the District's governance structure, the absence of term limits, or concern over political influence has prevented the Board from evaluating a defined consolidation or shared-service proposal. The District is willing to evaluate a specific proposals based on effects on service quality, regulatory compliance, costs, governance, employees, and ratepayers.

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

LGVSD Response: The District disagrees partially with the finding.

LGVSD agrees that published sewer service charges differ among Marin wastewater agencies. LGVSD disagrees that differing charges, standing alone, establish service or pricing inequity. A meaningful comparison must account for differences in property-tax and other non-rate revenue, services provided, treatment requirements, customer classes, capital investment cycles, debt obligations, reserve policies, and regulatory obligations.

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

LGVSD Response: The District disagrees partially with the finding.

LGVSD agrees that performance measures are not fully standardized across Marin special districts. LGVSD disagrees that its mission-specific performance information is not readily available or that the absence of countywide standardization undermines the District's accountability. LGVSD publicly reports regulatory, financial, operational, and governance information, including collection system performance reported through the California Integrated Water Quality System (CIWQS). LGVSD is willing to evaluate additional measures that are technically comparable, meaningful to the public, and cost-effective to produce.

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

LGVSD Response: The District disagrees wholly with the finding as applied to LGVSD.

The report does not identify an operational, financial, regulatory, governance, or staffing crisis at LGVSD that would make involuntary or crisis-driven consolidation reasonably foreseeable. LGVSD maintains long-range capital planning, adopted financial and reserve policies, emergency plans, mutual-aid relationships, regulatory reporting systems, and publicly accountable governance. The District agrees that proactive planning and appropriate interagency collaboration are preferable to crisis-driven action.

Report Recommendations

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

LGVSD Response: The recommendation will not be implemented because it is not warranted or is not reasonable.

LGVSD participates in existing interagency forums and evaluates collaboration opportunities when a defined operational, financial, regulatory, or customer-service benefit is identified. A mandatory semiannual consolidation meeting is not warranted in the absence of a specific proposal, defined scope, or preliminary evidence of likely benefit to District customers. LGVSD will continue to consider voluntary shared-service and functional-collaboration opportunities through existing public and interagency processes.

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

LGVSD Response: The recommendation will not be implemented by LGVSD because it is not reasonable for the District to implement an action assigned to the Marin County Board of Supervisors.

R2 is directed to the Board of Supervisors, and LGVSD has no authority to direct the County's development or offering of shared services. LGVSD nevertheless remains willing to evaluate any voluntary shared-service offering that provides a demonstrable service, financial, operational, or risk-management benefit to the District and its ratepayers.

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

LGVSD Response: The recommendation will not be implemented because it is not warranted or is not reasonable.

LGVSD currently publishes numerous regulatory, operational, financial, staffing, governance, and customer-service measures. Staff will continue to work with our regional wastewater agency partners to identify measures that could be technically comparable across agencies with different infrastructure, revenue sources, accounting practices, regulatory obligations, and customer characteristics.

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

LGVSD Response: The recommendation will not be implemented because it is not warranted or is not reasonable.

Mandatory semiannual reporting is not warranted in the absence of an active consolidation proposal, study, or negotiation involving LGVSD. The District conducts its business through noticed public meetings and publishes Board agendas, supporting materials, and minutes. Any specific consolidation or shared-service proposal presented to LGVSD will be considered publicly, and the related materials and Board actions will be made available on the District's website.

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

LGVSD Response: The recommendation will not be implemented by LGVSD because it is not reasonable for the District to implement an action assigned to the Marin County Board of Supervisors.

R5 is directed to the Board of Supervisors, and LGVSD has no authority to direct the Board of Supervisors' actions. LGVSD is an independent special district governed by an elected Board of Directors and remains accountable through public elections, open meetings, adopted budgets, independent audits, regulatory reporting, and public access to District records.

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

LGVSD Response: The recommendation has been implemented.

LGVSD implements functional consolidation in several areas, including contracts with Central Marin Sanitation Agency for pollution prevention and pretreatment services, regional public outreach with Central Marin Sanitation Agency and four other sanitary districts, and mutual-aid and emergency coordination with other wastewater agencies. The District will continue to evaluate additional collaboration in operations, procurement, training, and administration when a documented benefit can be achieved.

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

LGVSD Response: The recommendation has been implemented.

LGVSD posts Board compensation, benefits, reimbursement policies, and annual Board expenses on its Board Compensation and Reimbursement Policy webpage <https://www.lgvsd.org/board-compensation-reimbursement-policy>. Current Board terms are posted on the Board of Directors webpage <https://www.lgvsd.org/board-of-directors>. The District updates this information annually.

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

LGVSD Response: The recommendation will not be implemented because it is not warranted.

The report does not identify a governance, accountability, performance, or succession problem at LGVSD that would be remedied by mandatory term limits. District voters have the opportunity to evaluate Board members at each election. The Board also finds that mandatory term limits could deprive the District of institutional knowledge and experienced leadership without demonstrating a corresponding service or financial benefit. To the District's knowledge, there are no public agencies in Marin County that have term limits for their publicly elected governance teams (Marin County Board of Supervisors, City and Town Councils, Special District Boards). The District will continue to comply with all election, ethics, transparency, and public-accountability requirements applicable to its Board.

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

LGVSD Response: The recommendation has been implemented.

The Board reviewed its compensation structure during 2025. On October 16, 2025, the Board adopted Ordinance No. 200, establishing compensation of \$300 per meeting effective January 1, 2026. Current compensation, benefits, reimbursement policies, and annual Board expenses are publicly available on the District's website at <https://www.lgvsd.org/board-compensation-reimbursement-policy>.

Closing

Las Gallinas Valley Sanitary District appreciates the opportunity to respond to the Grand Jury report. The District supports continued evaluation of functional-collaboration opportunities with other wastewater agencies when a documented operational, financial, regulatory, or customer-service benefit may be achieved. Please contact me at cpaxton@lgvsd.org or (415) 526-1511 with any questions or requests for additional information.

Sincerely,

Curtis Paxton
General Manager
On behalf of the Las Gallinas Valley Sanitary District Board of Directors

Agenda Summary Report

To: Board of Directors
From: Dale McDonald, Administrative Services Manager 
(415) 526-1519 dmcDonald@lgvSD.org
Meeting Date: September 3, 2026
Re: Report on Point Blue Conservation Science's STRAW Program 2025-2026 and Requested Donation for 2026-2027.
Item Type: Consent Action X Information Other .
Standard Contract: Yes No (See attached) Not Applicable X .

STAFF RECOMMENDATION

1. Receive report from Laurette Rogers, Students and Teachers Restoring A Watershed (STRAW) Founder and Ambassador, Point Blue Conservation Science on their program for the school year 2025-2025.
2. Consider a request by Point Blue Conservation Science for a donation of up to \$10,000 to educate students and perform habitat restoration to the Miller Creek watershed as part of their STRAW program in the school year 2026-2027.

BACKGROUND

The Board of Directors occasionally considers making donations to educational or non-profit organizations that benefit the public by promoting environmental protection. Las Gallinas Valley Sanitary District's Donation Policy F-140 outlines the formal procedures for determining eligibility, requesting and receiving contributions, and managing the donation program.

On August 7, 2025, Point Blue Conservation Science submitted a request for continued support from the Las Gallinas Valley Sanitary District for the restoration of Miller Creek, which is the longest-running restoration project in the STRAW program. Students have participated in the restoration of Miller Creek annually since 1999.

The Board approved the donation request of \$10,000 on August 21, 2025, to educate students and restore degraded riparian habitats within the Miller Creek watershed during the 2025-2026 school year. As per District policy, recipients of donations are required to submit a written report to the District within six months of the program's end date. The program concluded at the end of the school year in June 2026.

The written report for the 2025-2026 STRAW donation was received on August 7, 2026. This report accompanies their request for continued support for the STRAW program for the upcoming 2026-2027 school year.



District staff reviewed the application and confirmed that it meets the eligibility criteria. The application packet includes the STRAW budget and preliminary unaudited financial statement for 2026. Additionally, Point Blue Conservation Science's most recent audited financial statements for the fiscal year from April 1, 2024, to March 31, 2025, are available for review at the District office.

The Board is requested to review the donation request and determine whether the program offers benefits to the District and the community it serves.

PREVIOUS BOARD ACTION

On August 21, 2025, the Board approved a \$10,000 donation to help fund the STRAW program in fiscal year 2025-2026.

ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT

The fiscal year 2026-2027 budget includes \$15,000 that can be used towards non-profit donations. There is sufficient funding in the account to approve the requested donation.

LGVSD Tracking No. 02627-01**LAS GALLINAS VALLEY SANITARY DISTRICT****Request for Donation**

Donations must serve a District public purpose. The gift of public funds, such as any expenditure which benefits an individual or small class of individuals only, with no benefit to all of the residents of the District is prohibited by the Constitution of the State of California, Article XVI, Section 6.

Applicant Information

Date:	August 1, 2026	Project / Program / Event Title:	Miller Creek STRAW	
Applicant Organization Name:	Point Reyes Bird Observatory dba Point Blue Conservation Science			
Address:	3820 Cypress Drive, STE 11, Petaluma, CA 94954			
Contact Person / Title:	Laurette Rogers, STRAW Founder & Ambassador			
Contact Phone Number:	(415) 419-6420	Email:	lrogers@pointblue.org	
Organization Federal Tax ID:	94-1594250	Amount of Request:	\$ 10,000	

Brief Project or Program Description

Point Blue's STRAW program engages K-12 youth in habitat restoration. This request for donation supports work at Miller Creek. Please see attached for 2025-2026 report and 2026-2027 request.

(Attach written request for donation on applicant's letterhead)

Certification

I certify that all information provided herein is true. I am aware that submission of this application and supporting documents are subject to approval by the Las Gallinas Valley Sanitary District and that not all applications will be approved.

Padmini Srinivasan

07/01/2026

Applicant Signature (Board Chair / Director or Designee)

Date

Please send you completed application and attachments to:

- 1) MAIL: Las Gallinas Valley Sanitary District, Attn: Request for Donation
- 2) OR, DELIVER IN-PERSON: 101 Lucas Valley Road, Suite 300, San Rafael, CA 94903
- 3) OR, E-MAIL: info@lgvdsd.org with "Request for Donation" in the "Subject" line.

Ensure you include:

- 4) This application form, and
- 5) Written request on applicant's letterhead describing how the donation will benefit the residents of the District, and
- 6) Detailed project or program budget, and
- 7) Current organization budget and latest financial statement.

101 Lucas Valley Rd Ste 300, San Rafael CA 94903 Phone: 415-472-1734 / Fax: 415-785-4347 Web: www.lgvdsd.org

Eligibility Information

Funding contributions will be considered only for educational or non-profit groups with projects, programs and events that serve to benefit the public and meet the mission of the District to protect the public health and our environment, by providing effective wastewater collection, treatment, and recycling services.

Additional factors to be considered when determining whether to fund a contribution:

- When the educational or non-profit provides a service that complements or enhances one the District provides itself;
- When there is an identifiable secondary benefit to the District; or
- When the educational or non-profit provides a service the District could provide but chooses not to.

Eligible applicants must be hosted by a group that can show the donation benefits the residents of the District. Eligible groups include:

- A. School Groups: Activities or educational programs offered by school groups that represent schools whose boundaries are partially or wholly within the District's limits.
- B. Community and Non-profit Groups recognized as a legal entity organized and operated for a collective, public or social benefit: Events and programs hosted by a non-profit, or by a group sponsored by a non-profit.

Ineligible activities: Political, religious, fundraising for undefined activities, and personal expenditures are not eligible for funding.

Responsibilities of Donation Recipients

Each recipient is held accountable for using the donation in compliance with the request and any additional terms placed on the donation by the Las Gallinas Valley Sanitary District. In addition, each recipient must:

- Institute adequate controls over project funds to ensure that all funds are properly accounted for.
- Present invoices to the District on request.
- Ensure that the District is kept properly advised of significant factors affecting the successful outcome of the project or program and any significant deviation from the proposed scope, starting date or completion date of the project or program.
- Recipient of the donation must provide a written report to the District Board within 6 months of the event or program end-date. The report must include final audit of funds received and expended. The written report can be submitted electronically and applicant has option to give presentation to District Board along with written report. Late, partial, or non-submitted reports for past events will be considered by the District Board when considering donation requests.

District donated moneys not spent for the purposes intended by the Las Gallinas Sanitary District in approving the donation must be returned to the District within 30 days of termination of the proposed project or program.

See Board Donation Policy F-140 adopted by Resolution No. 2021-2228 for additional details on the program.

*** Staff Use Only ***	
Eligible Applicant?	YES ☒ NO ☐
Is this the first request this fiscal year?	YES ☒ NO ☐
Is request under the annual cap of \$12,500	YES ☒ NO ☐
Preliminary inquiry required?	YES ☒ NO ☐
Prior donations received: If yes, date of recent award and amount: Was required report submitted within 6 months?	DATE: <u>9/12/15</u> AMOUNT: <u>10,000</u> YES ☒ NO ☐
Date Scheduled for Presentation to Board	<u>9/13/2026</u>
Donation Approved / Denied	DATE: _____
If approved, date check issued:	DATE: _____



3820 Cypress Drive #11, Petaluma, CA 94954
T 707.781.2555 | F 707.765.1685

August 7, 2026

Las Gallinas Valley Sanitary District Board
Smith Ranch Road
San Rafael, CA 94903

Dear Board Members,

On behalf of Point Blue Conservation Science, thank you for your continued commitment to our Students and Teachers Restoring A Watershed (STRAW) program at Miller Creek, a site we have been honored to return to every year since 1999.

Enclosed are our application materials for a new request of \$10,000 to support our restoration and education work with middle school students from Miller Creek Middle School (MCMS) on Miller Creek. We have included the following documentation with this request:

- Report from the 2025 - 2026 school year for Miller Creek
- LGVSD donation request application form
- Proposed project narrative (written request)
- Detailed project budget for 2026 - 2027 school year
- Current fiscal year organizational budget for Point Blue (April 1, 2026 - March 31, 2027)
- Audited financials for 2025
- Audited Statement of Financial Activity as of March 31, 2026 and Statement of Financial Position as of March 31, 2026

Thank you for your continued partnership and for considering our request for renewed support. Please reach out if you have any questions or need additional information.

Sincerely,

A handwritten signature in cursive script, reading "Laurette Rogers".

Laurette Rogers, STRAW Founder and Ambassador

Students and Teachers Restoring A Watershed (STRAW) at Miller Creek 2025-2026
Point Blue Conservation Science's Donation Report to the Las Gallinas Valley Sanitary District
August 2026



Introduction

Point Blue is grateful to the Las Gallinas Valley Sanitary District for your longtime support of our Students and Teachers Restoring A Watershed (STRAW) program at Miller Creek. Because of your partnership, Miller Creek Middle School (MCMS) students explored watershed science in the classroom and put it to work through hands-on restoration and stewardship, helping to sustain a vital riparian habitat where Point Blue has now worked for over 27 years. Below are key accomplishments from the 2025-2026 school year at the Miller Creek restoration site.

2025-2026 Accomplishments

Habitat restoration with students: The Las Gallinas Valley Sanitary District's donation enabled us to work once again with science teachers, Ms. Cavelti, Mr. Demont, Mr. Metz, Mr. Small, and their classes. This enabled their 720 students to participate in three days of Miller Creek restoration (March 24-26, 2026).

As you know, the restoration sites run along a stretch of Miller Creek in San Rafael, where healthy trees and shrubs grow above a ground layer overtaken by non-native species such as Himalayan blackberry (*Rubus armeniacus*), English ivy (*Hedera helix*), periwinkle (*Vinca major*),

and the worst offender, Cape ivy (*Delairea odorata*). This pattern appears along many Bay Area creeks in urban and suburban areas. Building on previous years of work at the site, students removed large amounts of invasive plants.



For the 2025-2026 habitat restorations at Miller Creek, these middle school students removed approximately 12 cubic yards of invasive weeds from the creek. Our priority this year was the removal of weeds in the areas that have been out of reach of restoration because of the sheer density of weeds. Another benefit of the students' hard work was that the previously planted native plants were "released" from the weed cover and are responding very well to the new space they now have!

In addition, the students' work affects the substantial seed bank of native species already present, including California bay laurel (*Umbellularia californica*), California blackberry (*Rubus ursinus*), boxelder (*Acer negundo*), and ash (*Fraxinus latifolia*) so they may now germinate and grow.

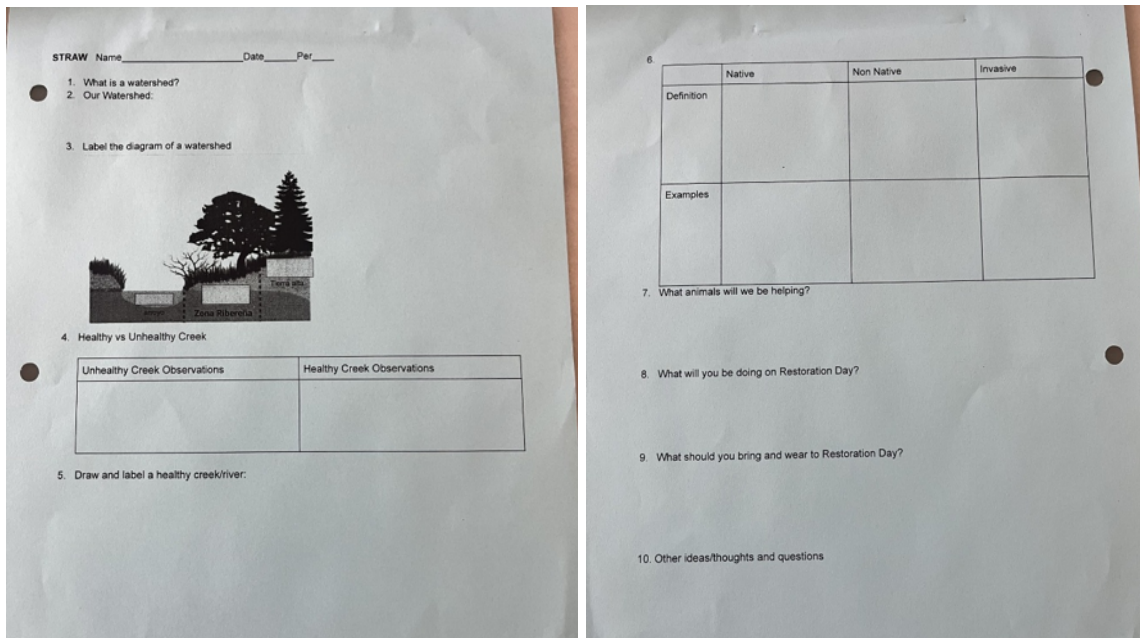
Because Miller Creek supports a viable Steelhead Trout (*Oncorhynchus mykiss*) population, restoring this ground layer is critical. Native plants attract far more insects than the invasive cover they replaced, and those insects are an important food source for the fish. They also stabilize the banks, reduce sediment, and improve the overall health of the habitat.

STRAW Project Manager Dante Kahn let us know that Miller Creek will receive two restoration periods in 2026: one that took place in spring (April) and another planned for winter (Oct-Dec). For the winter season, we will focus on weeding and planting closer to the school, where rapid weeding followed immediately by planting can support erosion control efforts.

Student lessons:

This year, teachers requested that we focus classroom pre-restoration lessons on the 6th graders, since the 7th/8th graders already had a strong grasp of the concepts from prior years. We're developing new, more advanced lessons for 7th/8th grade for next season. Our staff conducted 6th grade lessons over two days, serving 160 students over 8 class periods. STRAW staff led classroom lessons titled "Designing a Healthy Riparian Area" in preparation for the restoration days. Students learned about the STRAW program and how this year's work connects to the restorations done at Miller Creek over the years. From there, they explored how watersheds function, and what it means to be native, non/native and invasive.

The 6th grade teachers printed out their own work sheets for each student that followed along with the presentation. This significantly increased student engagement.



STRAW Name _____ Date _____ Per _____

1. What is a watershed?
2. Our Watershed:
3. Label the diagram of a watershed



4. Healthy vs Unhealthy Creek

Unhealthy Creek Observations	Healthy Creek Observations

5. Draw and label a healthy creek/river:

6.

	Native	Non Native	Invasive
Definition			
Examples			

7. What animals will we be helping?
8. What will you be doing on Restoration Day?
9. What should you bring and wear to Restoration Day?
10. Other ideas/thoughts and questions

Teacher Professional Development: In August 2025, we held Watershed Week, our annual teacher training event. The theme was "How A Restoration Comes To Be," giving teachers the background on the site selection, planning, and partner collaboration that goes into restoring public or private land.

STRAW Apprentices training: Miller Creek also served as a training ground for the young adults in STRAW's early career program. Leading classroom and field lessons here gave apprentices hands-on practice as environmental educators, and for many it was their first time teaching students.

Conclusion

Many thanks for your support of Point Blue's local watershed restoration and environmental education work. Your partnership helps advance our shared goals of establishing healthy ecosystems and training the next generation of environmental stewards. Please reach out to STRAW Founder and Ambassador Laurette Rogers at lrogers@pointblue.org or (415) 419-6420 or Impact Strategist, Debra Stein at dstein@pointblue.org or (707) 781-2555 x320 if you have any questions or comments.





Las Gallinas Valley Sanitary District
Miller Creek Project Budget
*Budget to Actual 4/1/25 - 3/31/26**

Expense	Las Gallinas Budget	Other Funders	Total Budget	Las Gallinas Actual	Other Funders Actual	Total Actual
Salary	\$4,912.00	\$19,400.77	\$24,312.77	\$3,624.29	\$19,400.77	\$23,025.06
Benefits	\$2,495.00	\$11,242.45	\$13,737.45	\$1,841.15	\$11,242.45	\$13,083.60
Supplies		\$600.40	\$600.40	\$0.00	\$600.40	\$600.40
Mileage		\$963.69	\$963.69	\$0.00	\$963.69	\$963.69
Teacher Training		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Indirect	\$2,593.00	\$937.69	\$3,530.69	\$1,912.90	\$937.69	\$2,850.59
Total	\$10,000.00	\$33,145.00	\$43,145.00	\$7,378.34**	\$33,145.00	\$40,523.34

**Budget represented reflects the period of 4/1/25- 3/31/26. Point Blue's fiscal year is April - March*

***\$7,378.34 of the \$10,000 has been spent as of 3/31/26. The remaining \$2,621.66 is expected to be spent in Point Blue's next fiscal year*

Point Blue's Donation Request 2026-2027
Prepared for the Las Gallinas Valley Sanitary District Board
August 7, 2026

Summary

We are grateful for the continued support of the Las Gallinas Valley Sanitary District, which has made it possible to continue our Students and Teachers Restoring A Watershed (STRAW) program at Miller Creek in partnership with Miller Creek Middle School (MCMS) **every year since 1999**.

Thanks to supporters like the Las Gallinas Valley Sanitary District, Point Blue's STRAW program brings watershed science education and hands-on habitat restoration to K-12 students and teachers in Marin County and across California. Our roots and primary focus stay in the North Bay, but partnerships with schools, landowners, and other organizations have carried the model into 11 counties statewide. We are a collaborative effort, dependent on our partners to do this work and keep it going. Of the hundreds of sites we've restored, Miller Creek is the only one where the work has continued for more than 27 years, a milestone that your ongoing partnership makes possible.

To support this work in the upcoming 2026-2027 restoration season and school year, we respectfully request a renewed donation of \$10,000.

Proposed Project Activities

For the upcoming school year, we look forward to working again with all science teachers at Miller Creek Middle School and their hundreds of 6th, 7th, and 8th graders. Students will study Miller Creek's ecology and take part directly in restoring its riparian habitat, gaining meaningful experience that deepens their connection to the natural environment in their community.

At the teachers' request, we will also keep offering watershed science lessons in Miller Creek Middle School classrooms, giving students engaging lessons that tie directly to their local environment and current science curricula. We'll continue the preparatory restoration lessons with the 6th grade classes while designing new lessons for the 7th and 8th grades. All of these opportunities are free to students, teachers, and schools thanks to the support of partners like you.

Looking towards the 2026-2027 school year, we've already had brainstorming conversations with the teachers about how STRAW can provide more challenging lessons for 7th and 8th graders who have worked with STRAW for 2-3 years. We have some ideas for a curriculum that gets more advanced each year:

- *7th grade:* students would conduct research comparing maintenance methods for the plants they planted the year before, such as mechanical versus herbicide removal. According to the teacher, this would align perfectly with one of their science standards on researching and comparing solutions. They would then do weed pulling on restoration day.

- *8th grade*: to be determined, but the goal would be for students to observe, study, and monitor the plants they planted three years earlier.

Watershed Week, our annual professional development event, will once again welcome MCMS teachers. The event sends educators back to their classrooms inspired and equipped to teach watershed science, eventually reaching more than 4,000 students across the region through hands-on outdoor experiences. This year's session will take place in early August 2026 and will combine Zoom presentations from experts with in-the-field experiences on STRAW restoration sites.

In 2026-2027, we plan to expand our restoration work at Miller Creek, continuing to remove invasive species such as English ivy, cape ivy, and non-native blackberry. In their place we will encourage and plant natives like snowberry, juncus, bee plant, sticky monkey flower, and Carex, all well-suited to local conditions and important to pollinators, birds, and other wildlife. Together this work restores biodiversity, improves how the habitat functions, and makes it more resilient.

The upcoming Miller Creek restorations will take place this winter (Oct-Dec 2026). This season, we will focus on weeding and planting closer to the school, where rapid weeding followed immediately by planting can support erosion control efforts.

Conclusion

Thank you for your longtime partnership in this work. Your continued support of Point Blue's STRAW program gives students a real role in conservation in their own community. If selected for renewed funding, we will make sure to acknowledge your support during each class's opening circle, helping students and teachers see the role Las Gallinas Valley Sanitary District plays in making these experiences possible. Your support helps inspire the next generation of environmental leaders while restoring ecosystems that benefit both people and wildlife. Please reach out to Laurette Rogers, STRAW Founder and Ambassador at lrogers@pointblue.org or (415) 419-6420, or Debra Stein, Impact Strategist at dstein@pointblue.org or (707) 781-2555 x320 with any questions or for more information.



Point Blue's STRAW Miller Creek Restoration Budget (2026-27)

Prepared for Las Gallinas Valley Sanitary District

Expenses

Personnel (Salaries, Benefits, and indirect expense)

Education Labor ²	\$14,500
Restoration Team Labor	\$17,000
Restoration Maintenance Labor	\$8,000

Total Personnel **\$39,500**

Other Direct Costs

Materials	\$500
Mileage	\$1,200
Teacher Training Costs	\$1,000

Total Other Direct Costs subtotal **\$2,700**

Indirect only on "Other Direct Costs"¹ \$945

Total Expenses **\$43,145**

Income

LGVSD (this request) - pending \$10,000

California Wildlife Conservation Board \$33,145

Total Income **\$43,145**

¹ Point Blue applies a standard administrative overhead costs (indirect costs) rate of 35%.

Indirect costs include the following: (1) salaries and benefits of administrative staff (CEO, CFO, CSO, finance and accounting staff, office manager, and some portions of other senior managers), (2) facilities and associated costs not related to direct program services such as the offices of the administrative staff, (4) non-programmatic travel expenses for administrative staff, (3) audit expenses, (4) interest expenses, (5) portions of other general expenses such as insurance, office supplies, etc.

² Beyond the Miller Creek site, our STRAW education program is funded more broadly by a diverse portfolio of public and private funding, including contracts, individual donors, and family foundations.

Agenda Summary Report

To: Board of Directors
From: Dale McDonald, Administrative Services Manager 
(415) 526-1519 dmcdonald@lqvsd.org
Meeting Date: September 3, 2026
Re: Marin Sanitary Service Update and 2025 Annual Report
Item Type: Consent Action Information X Other .
Standard Contract: Yes No (See attached) Not Applicable X .

STAFF RECOMMENDATION

Informational only.

BACKGROUND

The Las Gallinas Valley Sanitary District (District) provides solid waste management services to residents within the unincorporated areas of the District through the franchise agreement with Marin Sanitary Service, the District's current solid waste franchisee.

In addition to garbage, recycling, and compost services in northern Marin, Marin Sanitary Service plays a critical role in the District's efforts to implement the statewide organic waste recycling and surplus food recovery program required by SB 1383 to reduce short-lived climate pollutants.

Justin Wilcock from Marin Sanitary Service will present an annual report on the state of Marin Sanitary Service.

The 2026 Service Area Annual Report is attached and available on our District webpage <https://www.lqvsd.org/trash-collection-and-recycling>.

The Marin Sanitary Service report covers the previous calendar year and serves as a foundation for upcoming discussions related to the franchise agreement. Refuse rate adjustments for 2027 will be considered and brought before the Board in December.

PREVIOUS BOARD ACTION

N/A

ENVIRONMENTAL REVIEW

N/A

FISCAL IMPACT

N/A



Marin Sanitary Service
CONSERVATION — OUR EARTH, OUR MISSION, OUR JOB

2025 SERVICE AREA ANNUAL REPORT

Marin Sanitary Service
1050 Andersen Drive, San Rafael CA, 94901
Tel 415-456-2601
www.marinsanitaryservice.com

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ZERO WASTE PROGRAMS

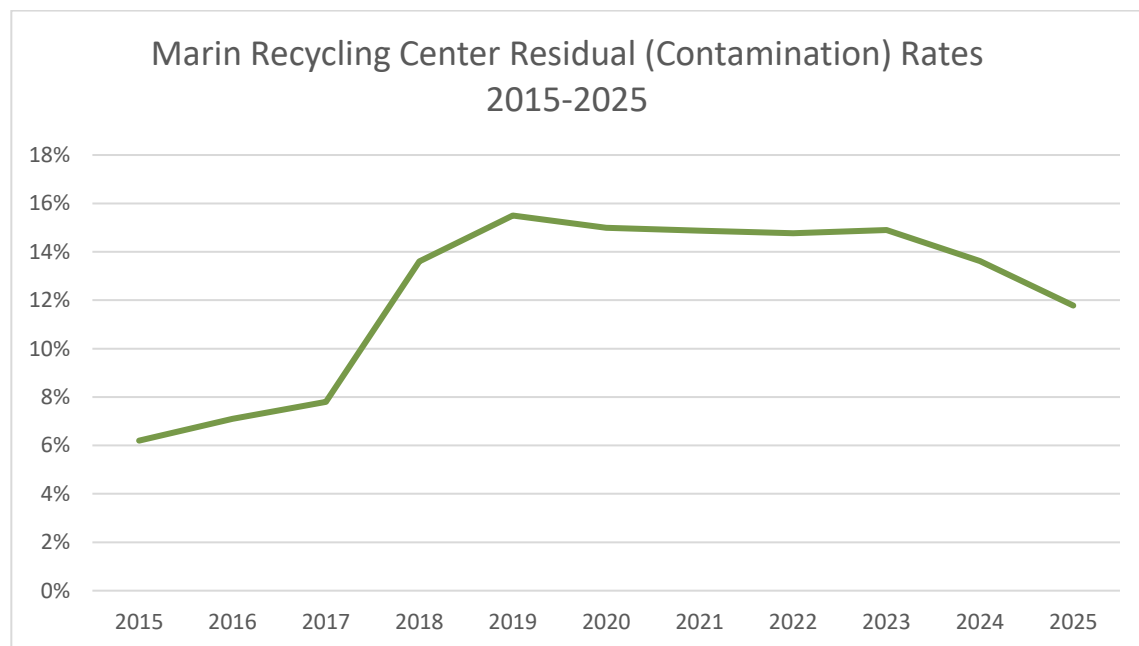
Description and Progress of Zero Waste Programs

RECYCLING PROGRAMS

Marin Sanitary Service (MSS) continues to provide dual-stream recycling. Separating paper and cardboard on one side from glass, metal, plastic bottles, and cans on the other side ensures materials stay clean and maintain their value. In the company's spring newsletter, MSS formally announced the acceptance of #1 PET clamshell containers in the tan container recycling cart. Many customers were already placing these in the container recycling cart and after testing markets for legitimacy and sustainability of this product for a few years, the company felt comfortable moving forward with this formal change. In 2025, the company recovered 42 tons of #1 PET clamshells.

The company continues to see non-recyclable plastics end up in the container side of the cart. Efforts to clean up the recyclables are detailed through this report. *Exhibit 1* shows the rise of contamination since 2014. This trend has leveled out since 2018 and has seen modest improvements since the recent peak in 2019. The contamination rate in 2025 was 11.8%, this was the lowest levels of contamination since 2017.

Exhibit 1



ZERO WASTE PROGRAMS

ORGANICS COLLECTION

Organic waste is collected through three different programs, curbside green waste, commercial organics, and Food 2 Energy (F2E).

Curbside Green Waste

Residential customers may continue to place their yard clippings along with household food waste into their green carts. The company continues to promote SB 1383, the requirement for residential customers to separate their food waste and put it in the green cart.

Commercial Organics

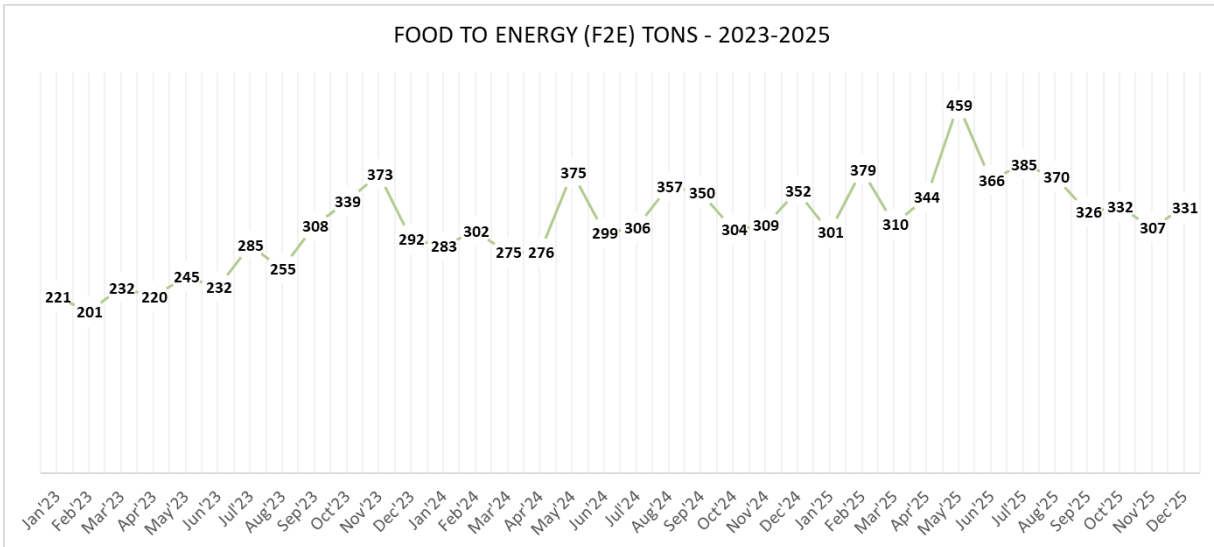
MSS commercial customers, including businesses, apartments and condo complexes are almost all registered in our organics collection programs. Adoption of SB 1383 requirements are detailed later in this report. The company continues to see an increase in volumes and tonnages collected because of outreach efforts to business owners and property managers.

Food2Energy (F2E)

F2E service is offered to grocery stores and restaurants to capture their back-of-house organic waste. Companies can place their food scraps in clear plastic bags to help keep cans clean and free of vectors. Starting in 2023, with the installation of our TIGER depackager, grocery stores and restaurants are now able to include packaged food waste in their green cart that was historically bound for the landfill. Seven grocery stores are participating in this program, and the company continues to look for opportunities to expand this service. MSS collection trucks pick up the packaged and unpackaged organic waste in dumpsters and bring them to the TIGER depackager for processing. This program has continued to grow with 4,211 tons recovered in 2025. This is an 11% increase over 2023 tons (*Exhibit 2*). This has led to Central Marin Sanitation Agency meeting their energy needs for a full year producing about 120% of facility energy needs.

ZERO WASTE PROGRAMS

Exhibit 2



STATUS OF NEW TECHNOLOGIES

Status of New Technologies and Industry Practices Enhancing Progress Toward Zero Waste

OPTICAL SORTER

MSS was awarded a CalRecycle grant enabling the company to add an optical sorter to the container recycling line. This will help to ensure the capture of more materials and keep recycling bales free of non-recyclable materials. The company will be installing the equipment starting in March of 2026 with the system scheduled to begin operation in April.

3RD EYE CAMERA TECHNOLOGY

In 2024, MSS installed a demonstration AI camera system on one of the company's route collection trucks. This technology, 3rd Eye's Pur-If-Eye, uses AI technology to detect contamination as a load is dumped into the truck's hopper. This method of contamination detection could replace the in-person SB 1383 required inspections currently being done by the route auditor and outreach team. At this time, the cameras are not producing any beneficial results. The company continues to work with the vendor to evaluate the effectiveness of this new technology as a means for detecting contamination.

PUBLIC EDUCATION ACTIVITIES

Public Education Activities Undertaken During the Year

BILLING INSERTS

Exhibit 3: Bill Inserts Sent in 2025

	Fairfax	San Rafael	Las Gallinas Valley				County of	
			Sanitary District	Larkspur	Ross	San Anselmo	Marin	Grand Total
Fall Clean up	1939	9746	2812	1938	593		3130	3212 23,370
Rate Increase Notification	2048	11167	2877	2158	610		3371	3333 25,564
Spring clean up	1958	11028	2831	1954	597		3155	3235 24,758
Grand Total	5,945	31,941	8,520	6,050	1,800		9,656	9,780 73,692

PUBLIC EDUCATION ACTIVITIES



Marin Sanitary Service
CONSERVATION — OUR EARTH, OUR MISSION, OUR JOB

B011224

Rate Adjustment Effective January 1, 2025

The resource hauling and processing rates charged to all of Marin Sanitary Service (MSS) customers are reviewed annually by an independent, third-party reviewer (R3 Consulting Group, Inc). At a public rate hearing on November 4, 2024, the San Rafael City Council voted to approve a 5.24% rate increase, effective January 1, 2025.

This increase is based on the change in the National Water, Sewer & Trash Index. Other items affecting the rate increase include uncontrollable costs associated with landfill disposal, organic and recycling processing and commodity markets.

So, what does my quarterly "Resource Hauling" bill pay for?

1. Weekly curbside collection of one (1) garbage cart (landfill), one (1) split cart for recycling and new for this year, up to two (2) green carts for compostable materials.
2. Processing of recyclable materials at Marin Recycling and landfill disposal of garbage and organics processing fees at Redwood Landfill.
3. Twice annual scheduled clean-up collections of up to 14 bags total of yard waste, recycling and/or garbage. Please remember to use paper bags for extra yard waste and recycling to ensure it is easy for the driver to see it is not garbage. This is a great time to get rid of extra yard waste.
4. Twice per year on-call collection of up to two (2) bulky items such as mattresses, appliances, and TVs.
5. In addition, customers can rent additional yard waste and split recycling carts for a monthly nominal fee.
6. Household Hazardous Waste Facility services.
7. Education, outreach and monitoring of adherence to California's waste recovery regulations.

Visit www.marinsanitaryservice.com for up-to-date information on MSS services and programs.

For questions regarding our new rates, please contact our Customer Relations Department.

Customer Relations Department
customerservice@marinsanitary.com
(415) 456-2601

PUBLIC EDUCATION ACTIVITIES

COMPOST, IT'S THE LAW! CALIFORNIA LAW REQUIRES ALL RESIDENTS & BUSINESSES TO COMPOST.

FOOD
IS NOT
GARBAGE



COMIDA
NO ES
BASURA

HOW YOU CAN COMPLY:

1. COMPOST ALL FOOD & YARD WASTE .

MSS encourages all residents to put food & food-soiled paper in the green cart along with grass & yard clippings to be composted at WMEarthcare.

2. AVOID CONTAMINATION IN YOUR GREEN CART.

The compost we help create is required to be certified organic for farms. Contaminants like plastic bags, cups, takeout containers & utensils - even those made with compostable plastic - will not break down as needed & pollute the soil.

3. RECYCLE RIGHT IN YOUR SPLIT CART.

Recyclable paper & cardboard go in the blue side of the cart. Bottles, cans, tubs & jugs made of recyclable plastic, glass & aluminum go in the brown side

EN ACUERDO CON LAS REGLAS:

1. COMPOSTE SU COMIDA Y RECORTES DEL JARDIN CON.

MSS ofrece botes verdes a cada residente para coleccionar y compostar desechos de comida, recortes del jardin y papel manchado con comida como servilletas o cajas de pizza.

2. EVITA EL CONTAMINACION ADENTRO EL BOTE VERDE.

Bolsas plasticas, vasos, cubiertos y contenedores que contienen plastico - incluso los que son hechos con "plasticos composcomponen de la manera necesaria y continan el abono.

3. RECICLA BIEN EN SU BOTE DIVIDIDO.

Ponga su pael y carton reciclable adentro el lado azul del bote dividiBotellas, jarras, latas y frascos hechos de drio o aluminio reciclable va adentro el lado cafe del bote dividido.



SCAN for MORE INFO

PUBLIC EDUCATION ACTIVITIES

SPRING 2025 CURBSIDE CLEAN-UP MAY 5 - 9

City of San Rafael billing cycle R2.
See www.marinsanitaryservice.com
for instructions on locating your billing cycle.

INSTRUCTIONS

- Place up to 14 bags or cans at the curb for your normal collection day
- Bags/cans must be 32 gallons or smaller
- 60 pound weight limit per container
- No loose garbage or items
- Bags/cans must be at the curbside



landfill



recyclables



yard waste

See reverse for items not accepted.

PREPARE FOR FIRE SEASON



This is the perfect opportunity
to clear your property of extra
yard waste!

Your Curbside Clean-up is serviced by a different
driver than your normal service driver. Call our office at
(415) 456-2601 after 2pm if your material was not serviced.

Curbside Clean-up service is proudly offered to you by:



SAN RAFAEL
THE CITY WITH A MISSION

A010225_MAGSMASR2_CU_RES_0225

NOT ACCEPTED DURING CURBSIDE CLEAN-UP



NO loose clothes



NO loose garbage



NO household hazardous waste

Visit www.marinhhw.com
for information about proper disposal of these items.



NO bulky items
*see below



NO dirt, rock,
or construction debris

BULKY ITEM DISPOSAL

Bulky items such as couches,
appliances, mattresses and other
large items will not be collected on
your Curbside Clean-up day.

Call us at (415) 456-2601 to
schedule a bulky item pick-up.
Special handling fees may apply.



MARIN SANITARY SERVICE

Customer Service: (415) 456-2601
marinsanitaryservice.com

PUBLIC EDUCATION ACTIVITIES

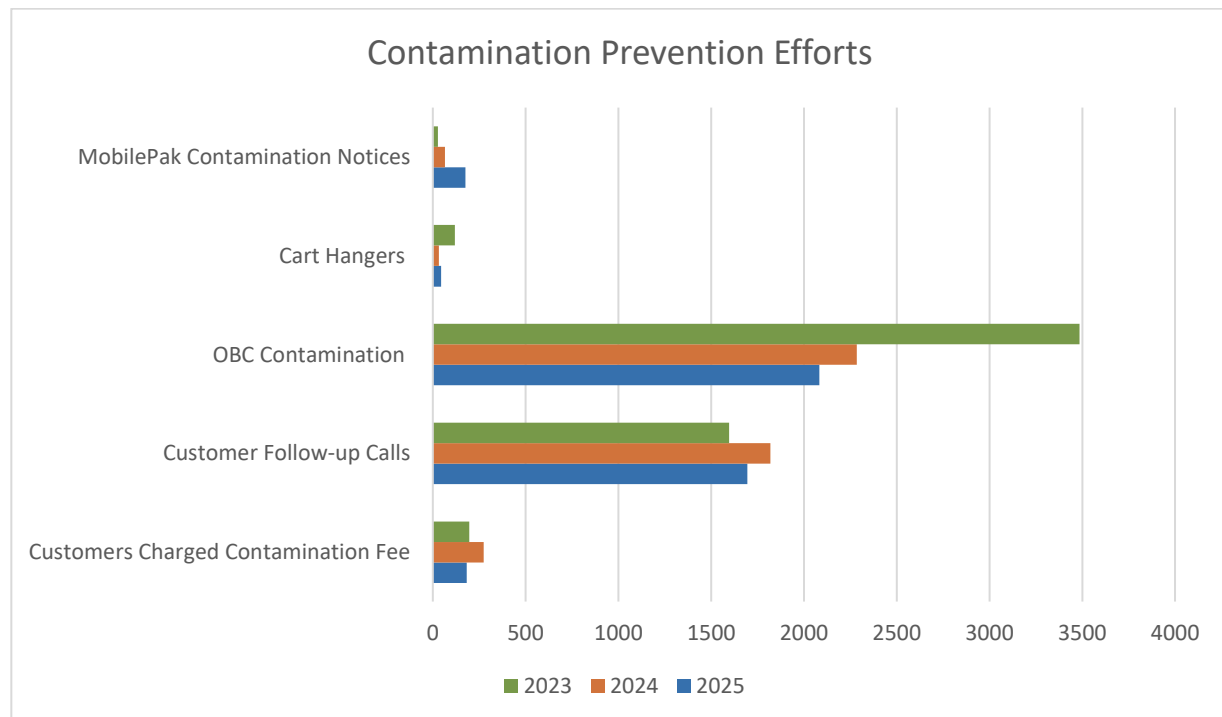
CUSTOMERS DIRECTLY CONTACTED REGARDING DIVERSION SERVICES

Contamination Program

Drivers identify contaminated containers, and our customer service representatives and outreach team follow up daily with customers on the contamination list to confirm the notification and provide additional education. When necessary, contamination charges are applied. For multi-family and commercial customers, recycling or organics carts may be removed if ongoing contamination persists despite outreach efforts. Education and training are available to all multi-family and commercial participants at no cost. These include in-person training, online training with videos, posters, and flyers. All are offered in both English and Spanish.

In 2025, a total of 4,181 contamination-related actions were taken to reduce contamination, including customer follow-up calls, on-board computer (OBC) contamination reports, cart hangers, MobilePak contamination notices, and contamination fee assessments.

Exhibit 4: Contamination Prevention



PUBLIC EDUCATION ACTIVITIES

Free Kitchen Compost Pail Give-Out

The company distributed more than 360 free kitchen compost pails through over 30 multi-family trainings, MSS Customer Appreciation Day, and at tabling events in the community. In addition to training and kitchen pail give-outs, MSS distributed over 280 door hangers with reminders to recycle food waste for tenants of Multi-Family Dwellings (MFDs).

Training

The outreach team trains businesses and other organizations. Presentations are given in both English and Spanish by request.

- Training included:
 - Good Earth Natural Foods
 - Perry's
 - Kentfield Hospital
 - Marin Health
 - Wildcare
 - Tulip Nails
 - Ross Valley School District custodians
 - First Student
 - San Anselmo Town staff
 - Multicultural Center of Marin
 - San Rafael Pacifics
 - Vivalon residents
 - Center Point group home
 - Burren House
 - El Tucan Tacos
 - East Harbor Estates HOA
 - San Rafael High School
 - San Domenico School

PUBLIC EDUCATION ACTIVITIES

Social Media

The company has focused on digital methods for communicating with customers. This includes using social media channels to provide information, reminders, and tips to divert waste from the landfill. In 2025, the company saw an almost 200% increase in engagement from Instagram followers.

Exhibit 5: Social Media Activity

Social Media Activity			
	Facebook	Instagram	LinkedIn
Followers	897	1,440	548
Posts	27	153	2
Engagement	79	649	56
Reach	4,583	35,381	1,509

PUBLIC EDUCATION ACTIVITIES



mssrecycles
Marin Sanitary Service

1,438 Followers



PUBLIC EDUCATION ACTIVITIES

Email Notifications

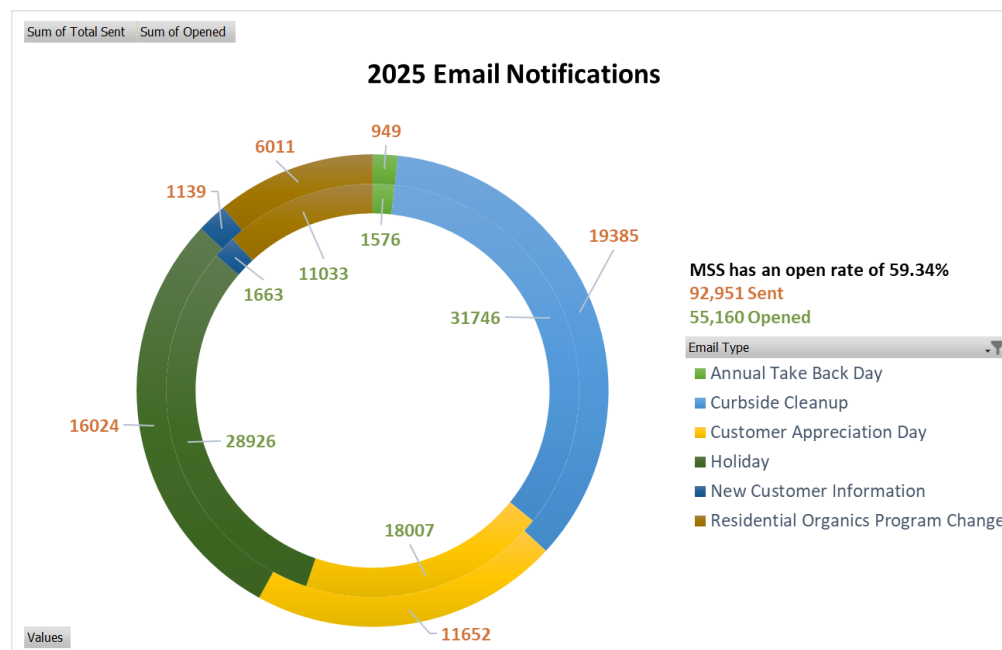
In 2025, the company expanded its use of email communications to all residential, commercial and multi-family customers to support customer education, service updates, and outreach initiatives.

A total of 92,951 emails were sent in 2025, compared to 73,481 emails in 2024, representing a 27% increase year over year.

Customer engagement also increased, with 55,160 emails opened in 2025, compared to 38,239 opens in 2024, an increase of 44% (*Exhibit 6*).

The expansion of outreach efforts in 2025, including the Residential Organics Program Change campaign and an expanded holiday outreach campaign, contributed to both the higher volume of messages sent and the increase in customer engagement. Despite the higher volume, open performance remained strong, indicating continued customer interest in service-related communications and education.

Exhibit 6: 2025 Email Notifications



PUBLIC EDUCATION ACTIVITIES

WASTE AUDITS AND RESULTS

SB 1383 regulations require that jurisdictions conduct education and outreach on organics recycling to all residents and businesses. Education must also provide information on edible food recovery, including businesses that accept food donations, local food banks and other food recovery programs. During route audits, MSS's route auditors also conduct mandated SB 1383 route reviews by random selection. SB 1383 route reviews are defined as a visual inspection of containers along a route for the purpose of determining container contamination and proper sorting of material or both. If contaminants are found, the route auditor takes a picture of the material, mails a letter to the customer for educational purposes, leaves a cart hanger, and records data in the Smart 1383 program. During 2025, MSS route auditors inspected 2,252 customer carts. Results are shown in *Exhibit 7*.

Exhibit 7: SB 1383 Route Audit Totals 2025

Waste Audits and Results		
Total Number of Customer Audited		941
Total Number of Containers Inspected		2,252
Total Number of Empty Containers		205
Total Number of Contaminated		524
Total Number Not Contaminated		1,523
Properly Sorted Prohibited Contaminants		
Material:	Total	Total
Landfill	685	172
Recycle	581	237
Organics	462	115
Total	1,147	287

PUBLIC EDUCATION ACTIVITIES

In addition to SB 1383 route audits, MSS auditors ride along with drivers to verify current services within the MSS billing system match the service the customer is receiving. *Exhibit 8* shows the results of these efforts. Customers are sent notices of the discrepancy and given an opportunity to modify their service or pay the correct amount for the services received.

Exhibit 8: Service Discrepancies

Route Audit Discovered Service Discrepancies	
	Total
Service Discrepancy-Less Service than pays for- smaller cart size	9
Service Discrepancy-More Service than covered for in service-larger cart size	49
Total	58

COLLECTION NOTIFICATION TAGS

Collection notification tags are placed out for customers whose service is not completed as a means of educating customers on proper container set out, contamination, or other reasons. *Exhibit 9* shows the cart tags left with customers in 2025.

Exhibit 9: Collection Notification Tags

Number of Tags Left	
Notification Reason:	
PLACEMENT	8
CART CONTAMINATED	24
CART PLACEMENT	5
SERVICE ISSUE	7
Grand Total	44

COMMUNITY INFORMATION AND EVENTS

The MSS Outreach and Customer Service Teams are present at many events in the County. Below are some events the company participated in throughout 2025:

- Fairfax & San Anselmo Climate Action Committees Film & Tabling, February
- Farm Day at Marin Center, March
- Children For Change in San Anselmo, April

PUBLIC EDUCATION ACTIVITIES

- Wade Thomas Sustainability Fair, April
- Archie Williams High School Earth Day, April
- United Markets San Anselmo & San Rafael, April
- Bon Air Community Fair, May
- Fairfax Parade, June
- Marin County Fair, July
- San Rafeal Elks Lodge, Burger Wednesday, August
- Ember Stomp, September
- San Anselmo Community Parade, September
- Porchfest, September
- Canal Alliance Fair, October
- Fairfax Take Back Day, October

Hosted by Fairfax Climate Action Committee and San Anselmo Climate Action Commission

A FREE FRIDAY NIGHT FAIRFAX EVENT

CLIMATE PROGRESS: FROM POLITICS & PASSION TO ART & RESILIENCE

Date:
02.07.2025
7 pm: Doors open. Socializing, art-making, informational tabling
7:30 pm: Program starts

Location:
Women's Club
46 Park Road,
Fairfax

Speakers:
Damon Connolly: CA State Assemblymember
Richard and Judith Selby Lang: West Marin Artists
Renee Goddard: Marin Sanitary Service



About the Event

Join four passionate young climate advocates in an engaging conversation with CA State Assemblymember Damon Connolly. Then, dive into the world of recycled art with West Marin artists Richard and Judith Selby Lang—learn about their journey and create your own plastic masterpiece! Renee Goddard will then add final comments on waste management and daily recycling practices

Community Partners



PUBLIC EDUCATION ACTIVITIES

WEBSITE

There were approximately 96,000 visitors to the www.marinsanitary.com website in 2025, down slightly from 2024. After the homepage, the visitors' number one page viewed continues to be the Support/Pay My Bill page followed by the Residential Information page.

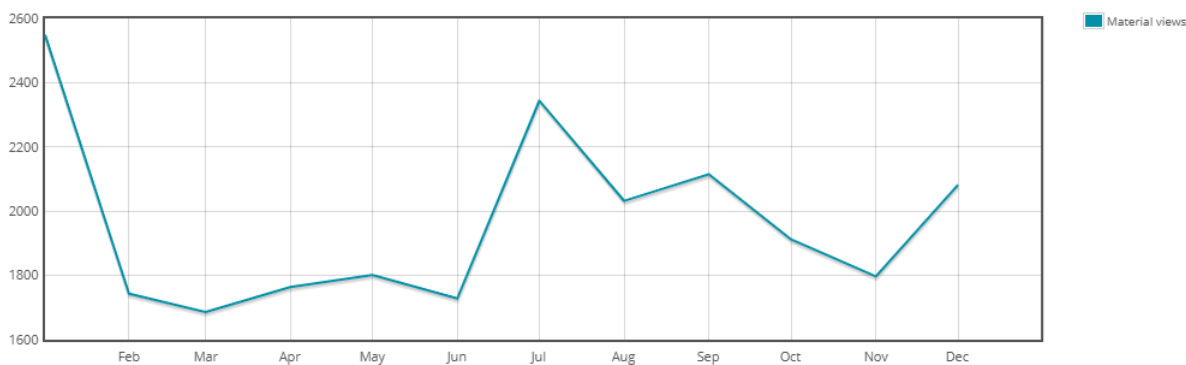
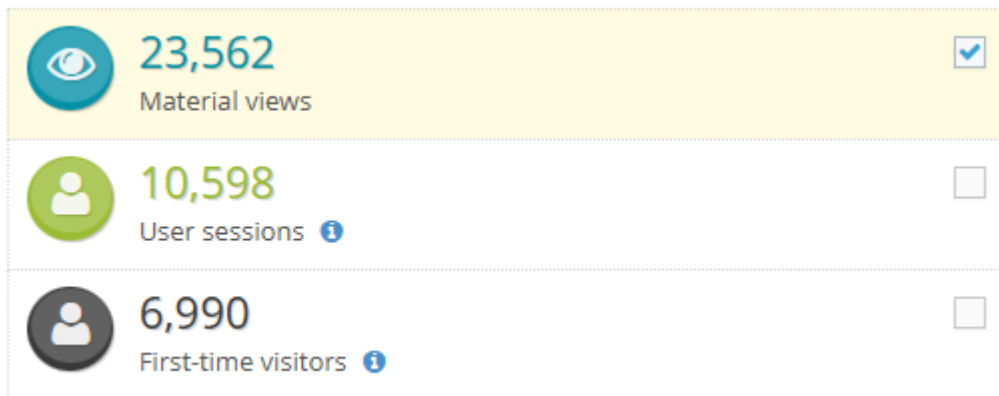
Where Does It Go Joe? is an online resource and mobile application designed for MSS customers. This tool allows customers to search materials to determine if they are recyclable, compostable or belong in the landfill. This app is available to anyone in our service area in both English and Spanish. In 2025 there were almost 24,000 materials searched (*Exhibit 10*) and just under 7,000 first-time visitors (*Exhibit 11*).

Exhibit 10: Top Items Search, Where Does It Go Joe?

TIMES SEARCHED IN 2025	ITEM	WHERE IT GOES:
2337	PLASTIC #1 CLAM SHELL" CONTAINER"	RECYCLING – BROWN (BOTTLES & CANS)
1626	PLASTIC TUBS & LIDS	RECYCLING – BROWN (BOTTLES & CANS)
1368	PLASTIC TAKE-OUT CONTAINER	LANDFILL – GRAY / BLACK CART
822	PLASTIC SOAP BOTTLE	RECYCLING – BROWN (BOTTLES & CANS)
746	PLASTIC #5	LANDFILL – GRAY / BLACK CART
672	BATTERY (DISPOSABLE)	DROP-OFF – HOUSEHOLD HAZARDOUS WASTE
461	PLASTIC #2	RECYCLING – BROWN (BOTTLES & CANS)
285	PRESCRIPTION PILL BOTTLE	LANDFILL – GRAY / BLACK CART
265	CLOVER RENEWABLE MILK CARTON	LANDFILL – GRAY / BLACK CART
231	PLASTIC #7	LANDFILL – GRAY / BLACK CART

PUBLIC EDUCATION ACTIVITIES

Exhibit 11: Where Does It Go Joe? Statistics



In addition to the material search tool, the app provides residential customers with the option to get service day information, pay their bill and set up weekly reminders by email, text, or phone call. As of the end of 2025, over 20,000 customers were receiving weekly reminders, up from 2024 numbers.

NEWSLETTERS

Newsletters were mailed to all 30,100 residential customers in the spring and fall. Customers can go to our website to read a Spanish version. Below are the newsletters sent in 2025:

PUBLIC EDUCATION ACTIVITIES



A TRIBUTE TO JOE JR.

SPRING 2025



IN MEMORY OF JOE GARBARINO JR. MARIN'S PASSIONATE SCAVENGER

Joe Garbarino Jr., owner of Marin Sanitary Service and founder of the Marin Recycling and Resource Recovery Association passed away in December of 2024 at the age of 91.

Joe was a visionary who transformed waste management in Marin County, pioneering the first county-wide curbside recycling program and creating innovative solutions that will protect our environment for generations. He dedicated his life to conserving resources, reducing greenhouse gases, and supporting his community with remarkable passion and dedication.

Joe didn't just manage waste – he challenged us to rethink our relationship with consumption, waste, and our responsibility to future generations.

“We deeply feel the loss of my Dad and hero Joe, and want to assure our customers and community that the values and commitment he instilled remain at the heart of our company.”

Patty Garbarino, President of Marin Sanitary Service

“Do yourself and your grandkids a favor: say no to plastic!”

Joe Garbarino Jr.



JOE'S SIMPLE YET ENDURING ADVICE

Think beyond immediate convenience and consider the long-term environmental impact of our choices.

A RESPECTED TRAILBLAZER

Joe was honored with many awards and distinctions throughout his career—here are just a few.

John Moscone Award (1994) – Recognized for innovations in waste management.

Featured in National Geographic – Highlighted twice for his work in resource recovery.

Hall of Fame Inductee (2014) – Honored by the National Waste & Recycling Association.

Award-Winning Company – “Best Curbside Recycling Program in California” and “Outstanding Solid Waste Recovery Program in California” by the California Resource Recovery Association.

THE CASTLE OF CRUD: A THOUGHT-PROVOKING STATEMENT ON PLASTIC WASTE

In 1992, Joe constructed what he called the “Marin Museum of Non-Recyclable Plastic” – or the “Castle of Crud.” This massive installation was built from 50 compressed plastic bag bales, each weighing 1,400 tons, creating a powerful visual representation of our single-use plastic items problem.



A LIFETIME OF ENVIRONMENTAL ADVOCACY

Joe was never one to mince words about waste. “It’s a sin to waste,” he would declare, a principle that guided his entire career. In a 1993 newsletter, he warned that “the plastic industry is pushing plastics right down our throats” – a statement that feels prophetic in our current era of pervasive microplastics.



THANK YOU FOR RECYCLING & COMPOSTING!

In 2024, your commitment to composting and recycling kept the equivalent of 2,350 semi-trucks of waste out of Redwood Landfill in Novato.



2,350 SEMI-TRUCKS OF WASTE
DIVERTED FROM LANDFILL!

RECYCLING NEWSFLASH!

We now accept #1 PET plastic clamshell containers for recycling, as well as bottles.

Please make sure they are empty, clean, and marked with a #1.



PLASTIC CLAMSHELL CONTAINERS

RECYCLABLE
CLEAN PAPER

BOTTLES, CANS,
JUGS, TUBS



EXAMPLES OF #1 PET PLASTIC CLAMSHELL CONTAINERS



- Clamshell to-go food containers
- Berry and salad containers
- Square plastic tubs



EVEN THOUGH WE NOW ACCEPT IT — ALWAYS — BETTER TO REJECT IT!

Most plastic comes from natural gas and crude oil. For over 30 years, Joe and others have fought against the plastics industry. While some plastic packaging is recycled, it's rarely turned back into new packaging. Instead, it becomes products like clothing, parking lot bumpers, or plastic lumber—before eventually ending up in a landfill. This does little to reduce the demand for virgin plastic.

CHOOSE REUSABLES

Metal and glass containers, which can be recycled infinitely, or better yet, reusable containers, remain the most environmentally friendly choices.



PUBLIC EDUCATION ACTIVITIES



Use código QR para leer en español.

PRESORTED
STANDARD
U.S. POSTAGE
PAID
SAN RAFAEL, CA
PERMIT NO. 87



PLEASE RECYCLE ME!

PRINTED ON 100% POST-CONSUMER CONTENT PAPER

FOOD IS NOT GARBAGE: FEED PEOPLE NOT LANDFILLS!

Households generate 35% of all food waste—more than any other sector—with roughly one-third of the world's food never eaten. When organic waste ends up in landfills, it breaks down without oxygen and produces methane, a potent greenhouse gas contributing to climate change. Landfills are the third largest generator of methane emissions in California.

GOOD NEWS

Small actions like composting and meal planning can have as great or greater an impact on reducing emissions than electric vehicles, recycling, and reforestation can!

Food scraps AREN'T garbage! Compost 'em!



NATIONWIDE ACTION

12 Including California have banned or restricted food going to landfills, leading the charge in waste reduction.

EDIBLE FOOD RESCUE

In 2024, the state of California awarded grants of \$220,500 to help rescue edible food in Marin County, keeping 738 tons out of the landfill. That equates to the weight of about 85 school buses!



COMPOST: IT'S THE LAW!

Since 2022, California law SB 1383 requires all of us at home, and all businesses to separate food waste, yard waste, and paper separately from all other waste to make sure it doesn't go to landfill.



COMPOST:
HERE'S WHAT YOU
NEED TO KNOW



COMPOSTABLE PLASTIC? THINK AGAIN.



Over 75% of commercial compost facilities in California do not accept any compostable or bio-degradable plastics, including WM EarthCare™ where we take your compostables. A 2023 survey found that only 4 out of 24 facilities accept "compostable" plastic and even they treat these items as contamination and remove them as trash.

Bottom line: unfortunately, compostable plastics must go in the trash.



COMPOSTABLES



YES!
USE PAPER
BAGS



NO!
"COMPOSTABLE"
PLASTIC



KEEP COMPOSTING MARIN!

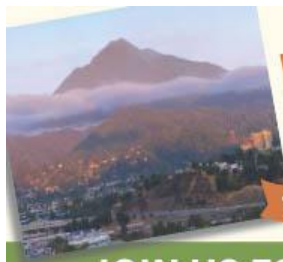
Congratulations AJ PETUYA 2025 DRIVER OF THE YEAR



For over 20 years, A.J. Petuya has been a cornerstone of Marin Sanitary Service, training 30 drivers while maintaining a perfect safety record on one of the company's most challenging routes. Known for his big heart, A.J. delights local kids by gifting toy garbage trucks on their birthdays. His positive attitude and dedication have now earned him a nomination for the 2025 National Waste & Recycling Association Driver of the Year Award.

THANKS, A.J., FOR MAKING OUR COMMUNITY BRIGHTER!

PUBLIC EDUCATION ACTIVITIES



WE APPRECIATE YOU!

SUNDAY, SEPT. 28, 2025 • 9^{am} to 2^{pm}

10TH ANNUAL 535 JACOBY STREET, SAN RAFAEL

JOIN US FOR CUSTOMER APPRECIATION DAY

EXTRAORDINARY MUSIC MADE FROM TRASH!



ORQUESTA DE RECICLADOS DE CATEURA

We're thrilled to welcome the Recycled Orchestra of Cateura (Orquesta de Instrumentos Reciclados de Cateura) to perform at our upcoming Customer Appreciation Day! With instruments handcrafted from discarded materials like oil cans and bottle caps, these talented young musicians turn trash into beautiful music. Born beside Paraguay's largest landfill, the orchestra was founded by environmental engineer Favio Chávez, who saw an opportunity to inspire change through both recycling and music. Their story gained worldwide attention through the award-winning 2015 documentary *Landfill Harmonic*, which showcases how creativity and resilience can thrive even in the most challenging environments.

MSS is honored to showcase a group whose ingenuity reflects the power of giving discarded materials new life.

- **THE WORLD SEND US GARBAGE.**
- **WE SEND BACK MUSIC.**
- Favio Chávez



LEARN MORE

Visit the Orchestra:
recycledorchestracateura.com

Watch the movie:
landfillharmonicmovie.com

- Special thanks to E3 (e3educate.org) for facilitating this performance and promoting the inspiring work of the Recycled Orchestra of Cateura.



NEW! RECYCLED ORCHESTRA CONCERT

Enjoy beautiful music played on instruments handcrafted from discarded materials.

11:30^{am} to 12:15^{pm}



FREE COMPOST GIVEAWAY

Get 64 gallons of compost; bring your own container or a burlap sack will be provided.

9^{am} to 2^{pm}

WHILE SUPPLIES LAST.



FREE DOCUMENT SHREDDING

Paper documents only, one (1) banker's box or grocery bag limit per customer.

9^{am} to 2^{pm}

DROP OFF ONLY. NO WITNESSING.



RECYCLING FACILITY TOUR

Come see our industry-leading recycling technology. Bring the whole family!

9:45^{am} & 12:30^{pm}



MEET YOUR COMMUNITY

We are honored to partner with:

- MultiCultural Center of Marin
- ExtraFood.org
- Resilient Neighborhoods

9^{am} to 2^{pm}

PLAY IT AGAIN: REUSE!

The Recycled Orchestra shows how creativity can turn "trash" into treasures. Let's follow their lead!

REPURPOSE Why buy new when you can give items a second life! Turn old socks into dust rags, old tires into planters and leftover fabric into gift wrap.



REPAIR Don't toss it—fix it! Whether it's patching jeans or gluing a broken mug, small repairs can save money and keep useful items out of the landfill.



REIMAGINE Think outside the bin! Could tin cans become wind chimes, bottle caps become fridge magnets, jeans become tote bags?



KEEP COMPOSTING MARIN!

Organic waste (like food!) In landfills decomposes anaerobically, producing methane, a potent greenhouse gas that contributes to climate change.



**COMPOST:
IT'S THE LAW!**



PUBLIC EDUCATION ACTIVITIES



Use código QR para
leer en español.

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PLEASE RECYCLE ME!

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SAFE BATTERY DISPOSAL

Improperly discarded batteries—especially lithium-ion—have caused multiple truck and facility fires in Marin. When crushed or exposed to heat, they can ignite, putting drivers, equipment, and facilities at risk.

Safe disposal is free and easy for Marin County residents (excluding Novato). Tape terminals and drop batteries at the Marin Household Hazardous Waste Facility.

Keep batteries out of your carts—protect our team, environment, and community.



LEARN MORE Marin HHW Facility: marinhhw.com
Zero Waste Marin: zerowastemarin.org/hhw

DO YOU HAVE SEPARATION ANXIETY?



MSS COMMUNITY PARTNER SPOTLIGHT



WildCare is a wildlife hospital and nature education center based in San Rafael. WildCare's education programs were founded in the 1970s by Elizabeth Terwilliger of Mill Valley, who led children and adults on ecology walks, teaching all to tread lightly on our planet. She inspired a deep appreciation and love for nature. WildCare's mission is to provide medical care for injured wildlife, educate about the environment, and engage the community to advocate for our shared habitat.

Learn more at discoverwildcare.org.



Elizabeth Terwilliger with Joe Garbarino Jr. of MSS — two local champions for environmental stewardship — gone but not forgotten.



SECURE YOUR CART — THE RIGHT WAY

WildCare occasionally finds baby raccoons stuck in green carts. To help keep wildlife safe, and make things easier for you, MSS can retrofit your carts with approved cart straps for \$25 each. Unlike bungee cords, these straps are curbside-collection approved and do not need to be removed before pick-up. To have your cart retro-fitted call our office (415) 456-2601 or email customerservice@marinsanitary.com.

CELEBRATE OUR BEYOND THE BIN HEROES

In partnership with Zero Waste Marin, we joined four of our sister Marin County haulers to “uplift the human stories” behind our waste system. We’re proud to spotlight Jose Manzo and Noe Mendoza — whose loyalty, teamwork, and dedication to keeping our community clean make them true Beyond the Bin Heroes.

When asked what brings him joy at work, Jose said: “I like to serve the community, help the environment, and make my customers happy with the work I do every day.”



Jose has been with the Marin Recycling Center for seven years, and somehow manages to be everywhere — helping customers, carrying banker boxes for shredding service, assisting in the Environmental Classroom, dancing the “Can Dance” in the Fairfax Festival Parade, and working the sorting line.

“My favorite job is sorting because of the camaraderie,” he said with a smile.

Outside of work, Jose enjoys watching movies and cooking for his wife and

daughter, who is heading to college. His advice to her — and to all of us — is simple: “Be ready to do extra, just because you are needed.”

Thank you, Jose & Noe, for all you do to keep our communities clean!

Scan the code to see our heroes in action!



YOU CAN HELP!

- ✓ **Think before you toss** — everything in the recycling cart will be handled by our expert sorters.
- ✓ **Recycle right** — Please avoid contamination by putting only accepted materials in your recycling cart. Let's keep our resource stream clean!
- ✓ **Spread the word** — the choices we make at the store and at the cart matter!
- ✓ **Follow our heroes** and get pro sorting tips on Instagram: [@mssrecycles](https://www.instagram.com/mssrecycles)

PUBLIC EDUCATION ACTIVITIES

TOURS

In 2025, a total of 83 tours were conducted, welcoming 2,109 guests overall. These tours served a wide range of schools, organizations, and community groups across both MSS jurisdictions and locations outside of the MSS service areas.

Within MSS jurisdictions, 59 groups participated, accounting for 1,532 guests (73%). These tours primarily included local schools and community organizations such as Marin Montessori, St. Raphael's School, Ross School, San Domenico, Coleman School, EO Products, Brookside Girl Scouts, Laurel Dell School, and Marin Primary. Several of these organizations participated in multiple tours throughout the year, reflecting strong repeat engagement.

Tours outside of MSS jurisdictions also included 16 groups, with 542 participants (31%). These groups represented a diverse mix of schools, youth organizations, professional groups, and community initiatives, including Mill Valley Cub Scouts Pack 133, Lycée Français, Marin Country Day, Lagunitas School, San Francisco Schoolhouse, The Redwoods Senior Living, Resilient Neighborhoods, Climate Based Fellowship and others.

Overall, the 2025 tour program demonstrated broad regional interest, strong participation from educational institutions, and continued engagement from both local and regional community partners.

PUBLIC EDUCATION ACTIVITIES

CUSTOMER APPRECIATION DAY

10th ANNUAL *Marin Sanitary Service*
CUSTOMER APPRECIATION DAY
SUNDAY, SEPTEMBER 28, 2025
 535 Jacoby Street, San Rafael
 9 am to 2 pm

11:30 am to 12:15 pm SPECIAL GUESTS
RECYCLED ORCHESTRA CONCERT
 Enjoy beautiful music played on instruments handcrafted from discarded materials.

1933 2024



IN REMEMBRANCE
 of
JOSEPH GARBARINO

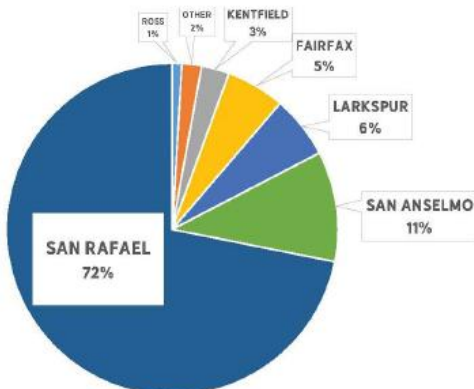
- 736 ATTENDEES ~40% INCREASE
- 217 TOURED FACILITY
- 250 PICKED-UP COMPOST
- EVERYONE ENJOYED MUSIC
- 43 MSS + MRC + MRRC STAFF WORKED
- 165 DROPPED OFF DOCUMENTS TO SHRED



CBS NEWS BAY AREA

SCAN TO WATCH THE VIDEO!





Location	Percentage
SAN RAFAEL	72%
SAN ANSELMO	11%
LARKSPUR	6%
FAIRFAX	5%
KENTFIELD	3%
OTHER	2%
ROSS	1%













PUBLIC EDUCATION ACTIVITIES

OTHER ACTIVITIES RELATED TO COLLECTION SERVICES

Exhibit 12: Outreach Activities

Outreach Activities 2025								
	City of San Rafael	Marin County	Las Gallinas Valley Sanitary District	Town of Ross	City of Larkspur	Town of San Anselmo	Town of Fairfax	Grand Total
Email	802	42	46	10	251	87	31	1269
Letter	15	2		1	2			20
Phone Call	784	41	28	11	128	70	53	1115
Voicemail	116	14	2		8	12	8	160
Right Size Service	60	8	2	4	82	7	7	170
Site Visit	335	25	11	2	132	22	21	548
Training	48	6	6	5	8	8	4	85
Grand Total	2,160	138	95	33	611	206	124	3,367

RECYCLING PROGRAM PARTICIPATION

Recycling and Organics Program Participation “Set Outs”

RESIDENTIAL

All residential customers are offered three services as part of the bundled rate. These include a gray (landfill or garbage) cart, a dual-sort split body recycling cart and a green organics cart. The bundled rate is based on the size of the landfill cart. *Exhibits 13, 14 and 15* detail the total number of carts used, by material and, of current MSS residential customers.

Exhibit 13: Residential Landfill Cart Service Subscription

	Residential Weekly Landfill Service (# of Carts)				
	2023	2024	2025	25 vs 24 (%)	2025 % of Total Carts
Cart Size:					
20 Gallon	6,141	6,239	6,298	1%	21%
32 Gallon	17,468	17,511	17,407	-1%	57%
64 Gallon	6,025	6,175	6,232	1%	20%
96 Gallon	608	661	676	2%	2%
Total	30,242	30,586	30,613	0%	100%

Exhibit 14: Residential Recycling Cart Service Subscription

	Residential Weekly Dual Sort Recycling Service (# of Carts)				
	2023	2024	2025	25 vs 24 (%)	2025 % of Total Carts
Cart Size:					
5 Gallon	460	264	236	-11%	1%
32 Gallon	17	12	13	8%	0%
64 Gallon	26,291	25,249	25,068	-1%	82%
96 Gallon	3,977	5,016	5,255	5%	17%
Total	30,745	30,541	30,572	0%	100%

RECYCLING PROGRAM PARTICIPATION

Exhibit 15: Residential Organic Cart Service Subscription

Residential Weekly Organic Service (# of Carts)					
	2023	2024	2025	25 vs 24 (%)	2025 % of Total Carts
Cart Size:					
32 Gallon	2,298	3,208	3,394	6%	9%
64 Gallon	33,449	33,756	34,149	1%	89%
96 Gallon	29	490	871	78%	2%
Total	35,776	37,454	38,414	3%	100%

Scheduled Curbside Clean-up Program and Bulky Item Collection

This program offers all residential customers the opportunity to set out additional recycling, yard waste, and landfill waste twice per year for the removal of excess materials.

Bulky items like mattresses, appliances, and furniture are not collected during curbside clean-ups. Collection for these items must be scheduled separately. Residential customers are allowed two scheduled bulky item collections of up to two items each time, at no extra charge. In 2025, the company saw a meaningful increase in bulky numbers mainly due to increased participation and continuous improvement over recording and reporting of figures, including the inclusion of extra bulky item pickups.

Exhibit 16: Curbside Collection and Bulky Item Participation

Annual Dedicated Program Stats (Tons)			
	2023	2024	2025
Program Type:			
Scheduled Clean-Ups	215	285	252
Bulky Items	138	123	168
Illegal Dumping	25	25	34
Total Tons Recycled	192	222	313
Bulky Item (of Pickups)	2,809	2,808	4,190

RECYCLING PROGRAM PARTICIPATION

COMMERCIAL

Commercial businesses are offered recycling services as part of a bundled rate as well. One of two organics programs is offered to all commercial customers. Food 2 Energy (F2E) is offered to businesses with pre-consumer food waste and commercial organics for all others. *Exhibits 17 and 18* compare the total volume of material collected from commercial customers over the past three years.

Exhibit 17 revised: Commercial Weekly Service by Type*

Commercial Weekly Service (yd ³)				
	2023	2024	2025	25 vs 24 (%)
Service Type:				
Landfill	8,121	7,981	8,038	1%
Recycling	5,485	5,756	5,818	1%
Organic	828	900	921	2%
Total	14,434	14,637	14,777	1%

*Snapshot of Service Levels

MULTI-FAMILY DWELLING

Multi-Family Dwellings (MFDs) are also offered recycling and organics services as part of a bundled rate. Each property may have up to four organics carts at no additional charge. If more carts are needed, they are available for a monthly rental charge. In addition, after attending a workshop, MFD tenants receive kitchen pails for the collection of compostable materials inside their home.

Exhibit 18: Multi-family Weekly Service by Type*

Multifamily Weekly Service (yd ³)				
	2023	2024	2025	25 vs 24 (%)
Service Type:				
Landfill	3,840	3,809	3,829	1%
Recycling	2,125	2,118	2,149	1%
Organic	607	623	641	3%
Total	6,572	6,550	6,619	1%

*Snapshot of Service Levels

YOY CHANGE IN CUSTOMER ACCOUNT DATA

Year-Over-Year Change in Customer Account Data

OVERALL CUSTOMER ACCOUNT DATA

Customer account information is stated below.

Exhibit 19: YOY Customer Account Data

	2024			2025		
	Residential	Commercial	Multi-Family	Residential	Commercial	Multi-Family
Fairfax	2,505	85	27	2,523	99	27
Larkspur	2,561	259	156	2,572	258	157
Las Gallinas Valley Sanitary District	3,627	59	8	3,618	66	8
Marin County	4,123	86	33	4,138	91	32
Ross	795	25	-	794	29	-
San Anselmo	4,169	246	88	4,176	257	88
San Rafael	12,436	1,497	439	12,422	1,521	442
Total	30,216	2,257	751	30,243	2,321	754

Exhibit 20: New Starts and Account Closures by Customer Type in 2025

New Starts		Closures	
	Total		Total
Customer Type:		Customer Type:	
Residential	1,738	Residential	1,854
Commercial Business	136	Commercial Business	147
Multifamily Dwellings	19	Multifamily Dwellings	19
Total	1,893		2,020

YOY CHANGE IN CUSTOMER ACCOUNT DATA

Recycling Rates

RECYCLING RATES BY WEIGHT AND BY VOLUME

Exhibit 21 lists the tonnage information for the service area.

Exhibit 21: 2025 MSS Service Area Disposal and Recycling Rates (Tons)

Weight Based Recycling Rates by Sector (Tons)									
	Residential			Commercial/MF			Total		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Tons Collected:									
Curbside Organics (Food & Yard waste)	24,456	25,699	24,787	1,287	1,353	1,305	25,744	27,051	26,091
Curbside Containers Recycling	4,825	4,527	4,382	1,785	1,674	1,621	6,610	6,201	6,003
Curbside Fiber Recycling	5,158	5,037	4,942	1,908	1,863	1,828	7,066	6,900	6,770
Curbside Cardboard Recycling*	*N/A	*N/A	*N/A	3,928	3,902	3,856	3,928	3,902	3,856
Transfer Station	24,463	24,571	24,038	21,879	22,168	21,467	46,342	46,739	45,506
Commercial Food Waste (F2E)	*N/A	*N/A	*N/A	2,608	2,923	2,921	2,608	2,923	2,921
Commercial processed at MRRC	*N/A	*N/A	*N/A	4,595	4,602	3,624	4,595	4,602	3,624
Total Tons Collected	58,903	59,833	58,149	37,990	38,486	36,621	96,893	98,318	94,770
Total Tons Diverted	34,440	35,262	34,111	14,842	14,995	14,025	49,282	50,257	48,136
* Commercial yard waste is co-collected with residential yard waste. Tonnage is included with Residential.									
Recycling Rate	58%	59%	59%	39%	39%	38%	51%	51%	51%

YOY CHANGE IN CUSTOMER ACCOUNT DATA

Exhibit 22 breaks down the tonnage by jurisdiction. As company routes go through multiple jurisdictions, the tonnage is calculated by jurisdiction based on an allocation tied to the quantity and size of containers per customer. However, as some are not full and others are over-filled, this allocation is only an estimate.

Exhibit 22: 2025 MSS Service Area Disposal and Recycling Rates by Jurisdiction (Tons)

Weight Based Sector Rates by Jurisdiction (Tons)						
	Organic	Recycling	Landfill	Indoor Dump	Total	Diversion (%)
Tons Collected:						
Fairfax	1,984	1,475	2,167	1,172	6,799	63%
Larkspur	2,579	2,200	5,416	2,411	12,606	51%
Las Gallinas Valley Sanitar District	2,904	1,364	3,004	33,365	40,637	67%
Marin - Unincorporated	4,416	2,004	4,397	38,507	49,323	67%
Ross	940	385	674	1,321	3,319	67%
San Anselmo	4,269	1,849	3,615	40,856	50,589	68%
San Rafael	11,919	9,847	27,362	129,997	179,126	62%
Totals	29,012	19,124	46,634	247,628	342,398	64%

Exhibit 23 shows the landfill pounds per person per day for the service area. Based on the total tons and population estimates, waste generation remains relatively flat. To estimate the population, the company must use unincorporated County population assumptions as MSS does not service the entire unincorporated population.

Exhibit 23: Landfill Pounds per Person per Day (PPD)

	2023	2024	2025
Population*	115,156	115,894	115,314
Landfilled (Tons)	47,611	48,061	46,634
Ton disposal per Capita	0.41	0.41	0.40
Pounds per person per day disposal (PPD)	2.27	2.27	2.22

*Estimate based on available Census Data

YOY CHANGE IN CUSTOMER ACCOUNT DATA

Exhibit 24 details commodity pricing for 2025. Commodity pricing had mixed results across fiber products, aluminum cans, glass, and plastic materials. Most fiber products, except for newspaper, saw sharp decreases year-over-year: conversely, plastic materials and aluminum cans saw significant increases. This was a complete reversal from what we saw in 2024 demonstrating that commodity markets continue to remain highly volatile, predominantly driven by supply and demand market forces.

Exhibit 24: Commodity Price Changes 2023-2025 Average Price Per Ton

	Annual Average Commodity Price (\$)			
	2023	2024	2025	25 vs 24 (%)
Commodity Type:				
Cardboard	\$ 137	\$ 177	\$ 141	-21%
Newspaper	\$ 106	\$ 149	\$ 163	10%
Office Paper	\$ 239	\$ 202	\$ 188	-7%
Mixed Paper	\$ 58	\$ 100	\$ 82	-19%
Aluminum Cans	\$ 1,307	\$ 359	\$ 1,922	435%
Glass	\$ 42	\$ 45	\$ 45	0%
HDPE # 2 Natural (Jugs)	\$ 855	\$ 136	\$ 1,324	874%
HDPE # 2 Colors (Jugs)	\$ 235	\$ 88	\$ 105	20%
PET # 1 (Bottles)	\$ 173	\$ 70	\$ 185	166%
Mixed Rigid Plastics (#3-7)	\$ 50	\$ 50	\$ 31	-38%

PROGRESS OF PROGRAMS IMPLEMENTED IN THE PAST TWO YEARS

Progress of Programs or Services Implemented in the Past Two Years

SB 1383 IMPLEMENTATION

Exhibit 25 shows the number of commercial businesses and multi-family dwellings that are participating in MSS organic waste collection programs.

Exhibit 25: SB 1383 Compliance

	Commercial						
	City of San Rafael	Marin County	Las Gallinas Valley Sanitary District	Town of Ross	City of Larkspur	Town of San Anselmo	Town of Fairfax
Total Generators	1,367	83	60	19	173	211	84
Compliant	610	54	43	17	81	100	56
Waivers	356	16	10	1	48	34	10
Not Compliant	401	13	7	1	44	77	18
% Compliance	71%	84%	88%	95%	75%	64%	79%

	Multi Family Dwellings 5 units +						
	City of San Rafael	Marin County	Las Gallinas Valley Sanitary District	Town of Ross	City of Larkspur	Town of San Anselmo	Town of Fairfax
Total Generators	372	28	8	N/A	143	70	23
Compliant	357	28	8		142	70	23
Not Compliant	15	-	-		1	-	-
% Compliance	96%	100%	100%		99%	100%	100%

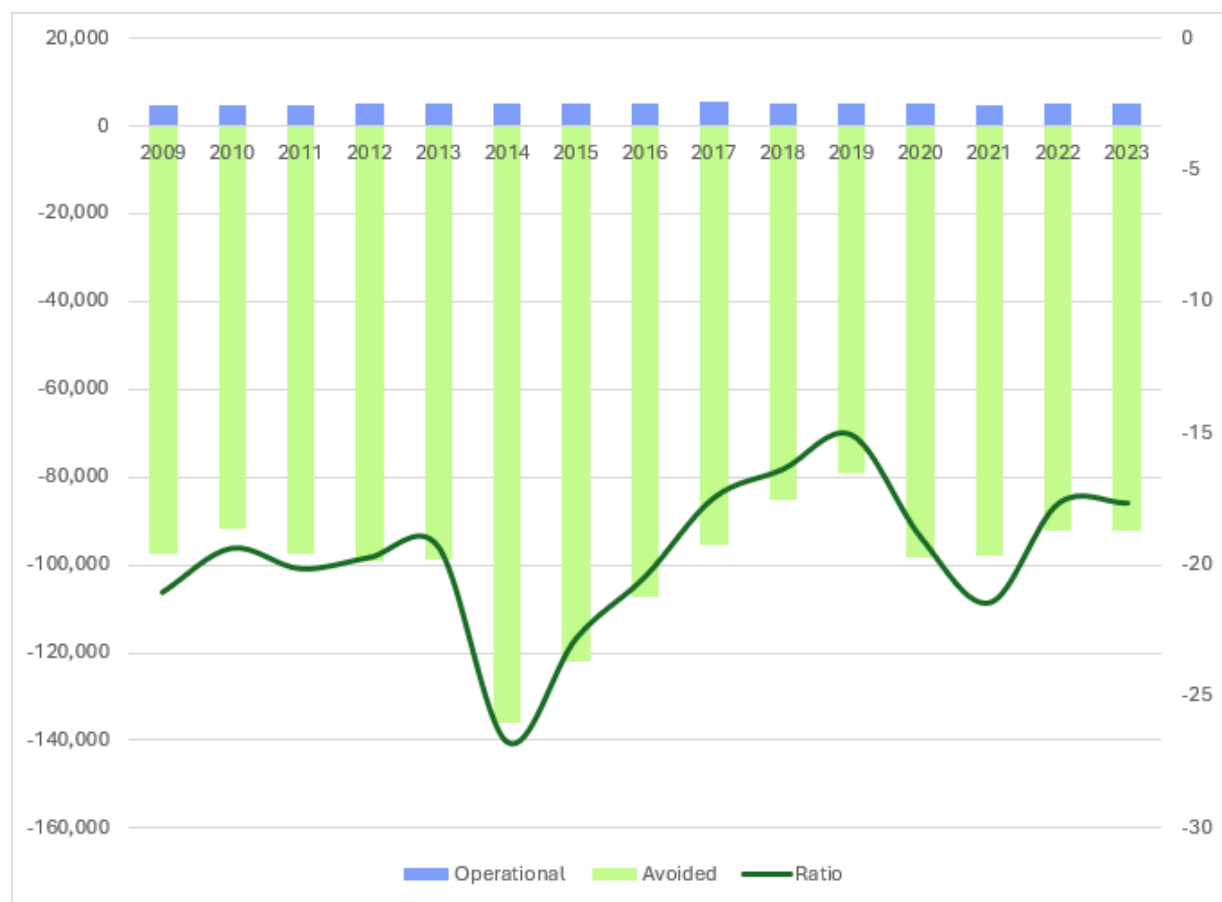
GREEN HOUSE GAS MITIGATION

Green House Gas Mitigation

GREEN HOUSE GAS MITIGATION

MSS has tracked operational emissions annually since 2006 and avoided emissions since 2009 through its voluntary participation in the Climate Action Reserve. The Company was the first independent waste hauling company to do so. This report shows MSS has fully offset its direct emissions on an average 18 times. This is well beyond Net-Zero. Most emissions originate from direct mobile combustions including on and off-road vehicles. MSS switched the fleet to renewable diesel in 2020, lowering overall emissions impacts.

Exhibit 26: Emissions Reporting



GREEN HOUSE GAS MITIGATION

Zero Emission Vehicle Developments

While the Advanced Clean Fleets regulation has temporarily been withdrawn, the company continues to research options for zero emission vehicles. The strategy has not changed, but the regulator pressure has been removed for the time being. This will allow the company sufficient time to research and plan for its transition. The strategy includes the adoption of smaller electric fleet vehicles, such as pick-up trucks and flatbed trucks, while utilizing hydrogen fuel-cell vehicles for larger collection vehicles. The hydrogen truck market is growing in Europe but hasn't yet been rolled out in the United States, however, the company sees this as the most viable zero emission technology for the industry. The company plans to continue research through vendors and by attending conferences to monitor the development of hydrogen and other zero emission technologies.

OTHER INFORMATION (QUARTERLY REPORT DATA)

Other Information (Quarterly Report Data)

RESIDENTIAL AND COMMERCIAL/MULTI-FAMILY CUSTOMER COMPLAINTS

The total number of complaint calls are detailed in *Exhibit 27*. Overall service issue trends remained stable in 2025, with continued improvement in missed collections.

Missed collections and broken containers are the primary reasons for complaints. In most cases, the drivers were able to empty the missed containers on the same service day, or the next business day. All broken containers were either repaired or replaced.

Customer compliments increased slightly from 124 in 2024 to 131 in 2025, reflecting continued positive feedback from customers across the service area.

A detailed complaint log is available for review upon request.

Exhibit 27: Complaints and Compliments by Type

	Missed Collections			Broken Containers			Misc. Service Issues			Compliments		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Jurisdiction:												
County of Marin	469	537	448	599	569	643	17	21	24	34	17	23
San Rafael	1,539	1,457	1,326	2,039	2,087	2,276	71	71	45	44	53	51
Las Gallinas Valley Sanitary District	247	207	241	666	604	718	5	12	7	16	10	9
Ross	122	127	118	109	84	128	3	4	4	8	2	6
Larkspur	362	347	276	322	361	381	29	22	21	12	12	13
San Anselmo	806	676	639	1,104	944	908	34	34	20	21	23	21
Fairfax	297	301	287	351	327	442	14	17	11	16	7	8
MSS Service Area Totals	3,842	3,652	3,335	5,190	4,976	5,496	173	181	132	151	124	131

OTHER INFORMATION (QUARTERLY REPORT DATA)

REPORTS OF INJURIES AND DAMAGE TO PROPERTY

Exhibit 28: Injuries and Accidents in 2025

	2023	2024	2025
Preventable Damage/Accident	35	28	28
Non-preventable Damage/Accident	7	2	1
Work Comp Injuries	12	17	12

HOUSEHOLD HAZARDOUS WASTE

Household Hazardous Waste

HHW FACILITY PARTICIPATION NUMBERS

Usage of the county's HHW facility is a part of the service offerings available to all county residents paid through the monthly rate. Below is a list of the total number of participants by jurisdiction at the facility. Unincorporated Marin County includes all the county and not just MSS service area. The County does provide HHW collection events in West Marin and other remote areas of the county.

Exhibit 29: HHW Participation

HHW PARTICIPANTS BY CITY	2024	2025
City:		
Fairfax	1,264	1,182
Larkspur	1,280	2,123
Ross	620	220
San Anselmo	2,530	2,494
San Rafael	10,800	9,545
Unincorporated Marin County*	3,058	4,761
Total Participants	26,842	20,325

*Includes all unincorporated Marin County, not just MSS service area

CONTACT INFORMATION

Contact Information

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Thank you to the following contributors:

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Shannon Reeve

Chris Benitez

Silvia Le Roux

Jan Lee

9/03/2026

General Manager Report

- ☐ Separate Item to be distributed at Board Meeting
- ☐ Separate Item to be distributed prior to Board Meeting
- ☒ Verbal Report
- ☐ Presentation

No.	Job No.	Project Name/Updates	% Complete
COMPLETED PROJECTS			
1	22500-04	Solar Photovoltaic System Replacement Rebid (CA Government Code 4217/SB 706 Progressive Design-Build Project) Consultants: Kenwood Energy (Design/Project Management), Miller Pacific Engineering Group (Compaction Testing), Construction Testing Services (Materials Testing), Todd Beecher Engineering (Design Review), ArcSine Engineering (Design Review), Pacific Wastewater Optimization (Project Coordination) Contractor: Ravizza Design & Construction (Design/Build) UPCAA Project (Y/N): No Last Board/Staff Action: Kenwood Energy provided an update on the project during the July 23, 2026 Sustainability Committee. Construction Substantially Complete: February 2026 Permit to Operate: March 2026 Notice of Completion: Recorded 3/10/2026 Total Change Orders to Date: \$27,858.76 (0.7% of original contract) Final Construction Cost: \$3,841,270.76	100%
2	23200-01	Collection System Hydraulic Model and Flow Monitoring Consultant: Hazen & Sawyer Status: Hydraulic model is complete. Hazen continues to calibrate the hydraulic model as additional information becomes available. Hazen provides staff support on as-needed basis for proposed land development sewer capacity studies. Project Completed: July 2026 Contract Amount: \$369,800	100%
3	26420-05 or project specific	On-Call Engineering and Inspection Contract (2025-2026) Consultant: Pacific Wastewater Optimization Status: Currently supporting the following projects with Construction Management and Inspection services: Electrical Coordination for Solar Photovoltaic System Replacement and Battery Energy Storage System Projects, Phase 2: Foundation Installation (Multipurpose Laboratory Building), and Phase 3: Superstructure (Multipurpose Laboratory Building). Provided services for the following completed projects: Sludge Pump Redundancy Project, Primary Effluent Pump and VFD Upgrade, Primary Clarifier #1 Rehabilitation, Effluent Storage Pond Vegetation Maintenance, Digester MCC-2 Upgrade, and Phase 1: Plant Utilities Relocation (Multipurpose Laboratory Building). Expected Project Completion: N/A Contract Amount: \$205,810	100%
4	24600-01	Phase 2: Foundation Installation Consultants: Noll & Tam (Architect), Pacific Wastewater Optimization (CM/Inspections), Riedinger Consulting (Constructability Review) Contractor: Bauman Landscape and Construction UPCAA Project (Y/N): No Last Board/Staff Action: Provided NTP to start 3/16/2026. Status: Finalizing close out items. Notice to Proceed Date: 3/16/2026 Completed Construction Date: 6/23/2026 Original Construction Contract Amount: \$697,240 Total Change Orders to Date: \$80,586.50 (11.5% of original contract) Current Contract Amount: \$777,826.50 Construction Duration: 72 days	100%

No.	Job No.	Project Name/Updates	% Complete
CURRENT PROJECTS			
MULTIPURPOSE LABORATORY BUILDING (3 Subprojects)			
5	24600-01	Phase 3: Superstructure Consultants: Noll & Tam (Architect), Currie Engineers (CM & Inspection Services), Riedinger Consulting (Biddability and Constructability Review) Contractor: Midstate Construction Corporation UPCCAA Project (Y/N): No Last Board/Staff Action: Board approved award of contract to Midstate Construction on 2/5/2026. Award of contract for CM & Inspection services to Currie Engineers presented to the Board on 3/5/2026. Status: Staff continue to hold weekly meetings with Noll & Tam and Midstate Construction. Construction started on June 22, 2026. Public outreach exhibits in progress. Construction remains on schedule. Notice to Proceed Date: June 22, 2026 Anticipated/Completed Construction Date: June 2027 Original Construction Contract Amount: \$13,642,500 Total Change Orders to Date: \$12,648 (0.1% of original contract) Current Contract Amount: \$13,655,148 Construction Duration: 365 days	15%
DESIGN-BUILD PROJECTS – CA Government Code 4217/SB 706 (1 project)			
6	24600-14	Battery Energy Storage System Rebid (CA Government Code 4217/SB 706 Progressive Design-Build Project) Consultants: Kenwood Energy (Design/Project Management), ArcSine Engineering (Design Review), Pacific Wastewater Optimization (Project Coordination) Contractor: Unified Renewables DBA MARS Energy EPC UPCCAA Project (Y/N): No Last Board/Staff Action: Staff presented project update to Sustainability Committee on 7/23/2026. Status: Interconnection in progress. Anticipated Completion Date: October 2026 Original Contract Amount: \$2,519,130.13 Total Change Orders to Date: -\$117,934.27 (deductive) Current Contract Amount: \$2,401,195.86	80%

No.	Job No.	Project Name/Updates	% Complete
OTHER CONSTRUCTION PROJECTS			
7	12600-07 & 16650-02	Secondary Treatment Plant Upgrade & Recycled Water Expansion Consultants: AQUA Engineering (Architect), and others. Contractor: Myers & Sons Construction UPCCAA Project (Y/N): No Last Board/Staff Action: District participated in mediation on 8/24/26. Biowheels Update: 1. Maintenance/Operations have completed the replacement of chains and sprockets for all 16 Biowheels. 2. Repair and maintenance of other Biowheel components continue as needed. Original Contract Amount: \$48,622,939.00 Total Change Orders to Date: \$8,989,272.10 (18.5% of original contract) Current Contract Amount: \$57,612,211.10	99%
8	24580-01	Biosolids Land Application Services 2024 Consultants: Parsons (Reporting) Contractor: Custom Tractor Service UPCCAA Project (Y/N): No Last Board/Staff Action: Staff requested an extension to Parson's contract to include services to train staff to manage the biosolids monitoring and reporting program. Status: Purdue sampling is completed and analysis is almost complete. Customer Tractor Services provided services for 2025 and 2026 per change orders approved by the Board on June 25, 2026 to beneficial reuse application of biosolids.	90%
9	20300-09	Smith Ranch Pump Station Electrical Upgrades Consultants: F&L/Hydrosience (Design), Alpha CM (CM & Inspection) ArcSine Engineering (Electrical and Automation Support) Contractor: Mike Brown Electric UPCCAA Project (Y/N): No Last Board/Staff Action: N/A Current Status: Construction is nearing completion. O&M training complete; SCADA integration planned over the next month. Anticipated/Completed Construction Date: October 2026 Original Construction Contract Amount: \$890,730.00 Total Change Orders to Date: \$170,465.90 (19.1% of original contract) Current Contract Amount: \$1,061,195.92	75%
10	26420-01	On-Call Contract for Construction Projects (2026-2028) Contractor: Piazza Construction UPCCAA Project (Y/N): No Last Board/Staff Action: Board awarded a new contract to Piazza Construction to provide on-call construction services through FY28 as the lowest bidder. Status: Work will be requested on an as-needed basis.	Ongoing

No.	Job No.	Project Name/Updates	% Complete
DESIGN PROJECTS			
11	25600-02	Corporation Yard and Reclamation Area Parking Design Consultant: Oberkamper & Associates Last Board/Staff Action: Staff provided an update on the project during the Collections System/Maintenance/Safety Manager quarterly report during the April 16, 2026 Board meeting. Status: Project has been paused until project location is secured. Contract Amount: \$814,882 Expected Construction Cost: TBD Expected Completion Date: On Hold	20%
12	11200-03	John Duckett Pump Station Electrical Upgrades Terra Linda Trunk Sewer Creek Crossing Improvements Terra Linda Hwy 101 Trunk Sewer Undercrossing Lining Project Consultant: GHD Last Board/Staff Action: Staff conducted a site visit on 9/3/26 with the SCADA integrator to develop the control narrative for the project. Status: 90% design is underway. Contract Amount: \$519,082 Expected Construction Cost: JDPS Construction Estimate \$1,880,000 Expected Completion Date: JDPS Design: December 2026; Terra Linda: TBD	20%
13	11500-09	Miller Creek Rock Weir (Vane) Repair Consultant: WRA Last Board/Staff Action: District has not received the final CDFW streambed alteration permit. Status: Working with WRA to determine status of the project since they were in the process responding to BCDC permit requirements. Contract Amount: \$109,655 Expected Construction Cost: \$107,000 Expected Completion Date: Summer 2027	Permitting: 50%
14	20600-04	Flow Equalization Basin Consultant: Hazen and Sawyer Last Board/Staff Action: Staff installed Primary Effluent Pump Station Upgrade and the project will be incorporated in the future Site Planning Study. Status: On Hold Contract Amount: \$638,739 Expected Construction Cost: TBD Expected Completion Date: TBD	25% - To Close
OTHER CIP PROJECTS			
15	TBD	Energy and Wastewater Infrastructure Modernization and Utility Savings Consultant: Climatec Status: Climatec in the process of evaluating data provided by the District. Expected Project Completion: TBD Contract Amount: \$0	5%

No.	Job No.	Project Name/Updates	% Complete
16	25580-05	Biosolids Management Strategy Consultant: Hazen & Sawyer Status: In process of preparing recommendations for short term and long term improvements to the Biosolids process. Amendment 1 for continued services executed in July 2026. Presentation on findings will be conducted during the 9/21/26 Biosolids Ad Hoc Committee. Expected Project Completion: July 2026 Contract Amount: \$218,440	99%
17	20100-05	Integrated Wastewater Master Plan (IWMP) Consultant: Kennedy Jenks Status: Finalizing District review Expected Project Completion: Final IWMP Expected October 2026 Contract Amount: \$1,369,304	95%
18	21500-08	Biosolids Reporting and Monitoring Program and EPA PFAS Study Consultant: Parsons Status: Purdue completed sample collection and is in the process of analyzing the data. Parsons will continue to assist Custom Tractor Service for Year 4 of the Biosolids Land Application project. Parsons is currently training District staff to complete monitoring and reporting for future years. Expected Project Completion: July 2027 Contract Amount: \$625,500	80%
19	21500-08	Flood Protection Plan for Biosolids Program Consultant: ESA Status: Submitted Flood Protection Plan prepared by ESA to the Regional Water Quality Control Board in compliance with the Biosolids NOA (permit). Expected Project Completion: TBD Contract Amount: \$99,955	95%
20	22125-02	Standard Specifications and Drawings Update Last Board/Staff Action: Amendment 1 awarded in July 2026 for additional drawings and meetings. Consultant: Hazen & Sawyer Status: 60% standards and specifications to be delivered to the District mid-September. Expected Project Completion: November 2026 Contract Amount: \$144,490	60%
21	27420-16	On-Call Collection System Hydraulic Modeling Services (2026-2028) Consultant: Hazen & Sawyer Status: Hazen continues to calibrate the hydraulic model as additional information becomes available. Hazen provides staff support on as-needed basis for proposed land development sewer capacity studies. Expected Project Completion: Ongoing Contract Amount: \$300,000	Ongoing
22	276420-04/ 27420-01	On-Call Engineering Contract 2026 -2028 Consultant: Consultant selection is being finalized. Status: Reviewing statements of qualifications and expect to award contracts on September 17, 2026. Expected Project Completion: June 2028 Contract Amount: \$620,000	Ongoing

No.	Job No.	Project Name/Updates	% Complete
UPCCAA PROJECTS			
23	Date PO Requested: 5/27/2026	Conductor and Wire Repair for Solar Photovoltaic System Contractor: Mike Brown Electric Co. Contract Amount: \$16,000.00	Complete
24	Date PO Requested: 7/8/2026	Reclamation Aquatic Vegetation Removal Phase I Contractor: McNabb Construction, Inc. (DBA DK Environmental) Contract Amount: \$70,545.00	Complete
OTHER SMALL PROJECTS			
25	Date PO Requested: 11/21/2024	STPURWE Plant Perimeter Public Road Right of Way Dedication Contractor/Consultant: Oberkamper & Associates	85%
26	Date PO Requested: 3/4/2025	Biowheel Survey and Alignment Markers Contractor/Consultant: Oberkamper & Associates Civil Engineers, Inc.	In progress
27	Date PO Requested: 8/26/2025	On-Call Labor Compliance Services (2025-2026) Contractor/Consultant: Contractor Compliance & Monitoring, Inc.	Completed
28	Date PO Requested: To issue once contract executed.	On-Call Labor Compliance Services (2026-2029) Contractor/Consultant: Contractor Compliance & Monitoring, Inc.	In progress
29	Date PO Requested: 9/10/2025	Inspection & Testing Services for Phase 1 Plant Utilities Relocation (Multipurpose Lab Building) Contractor/Consultant: Construction Testing Services	Complete
30	Date PO Requested: 12/29/2025	Electrical and Automation Support for Smith Ranch Pump Station Improvements Project Contractor/Consultant: ArcSine Engineering	90%
31	Date PO Requested: 3/6/2026	On-Call SCADA Programming & Support Contractor/Consultant: Albireo Energy	Ongoing
32	Date PO Requested: 3/25/2026	Labor Compliance Services for Multipurpose Laboratory Building Phase 2 and Phase 3 Contractor/Consultant: Contractor Compliance & Monitoring Inc.	In progress
33	Date PO Requested: 4/20/2026	Chlorine Contact Basin Condition Assessment Contractor/Consultant: Pacific Wastewater Optimization	90%
34	Date PO Requested: 5/1/2026	SCADA Support for Smith Ranch PS Improvements Contractor/Consultant: Albireo Energy LLC	In progress
35	Date PO Requested: 5/26/2026	SCADA Integration Support for John Duckett PS Upgrades Contractor/Consultant: Albireo Energy LLC	In progress
36	Date PO Requested: 7/23/2026	Kahua Software Implementation and Training Contractor/Consultant: Kahua, Inc.	In progress

No.	Job No.	Project Name/Updates	% Complete
37	Date PO Requested: 7/23/2026	Kahua Annual Software Subscription - Year 1 Contractor/Consultant: Kahua, Inc.	In progress
LAND DEVELOPMENT PROJECTS			
38	350 Merrydale Rd	350 Merrydale Rd Size: Phase 1: Tiny Home Community (temporary); Phase 2: TBD Last Board/Staff Action: Application submitted included adding 1 sink to the existing facility. Received confirmation in writing that temporary shower and bathroom facilities will not be discharged into LGVSD collection system. Status: LGVSD provided fee estimate and is waiting payment before application is approved.	Application in progress.
39	245 Nova Albion Way	245 Nova Albion Way Size: 63 single-family homes Last Board/Staff Action: Met with the developer (Signature) for the second time to discuss application. Provided reimbursement agreement required to initiate hydraulic modeling. Status: LGVSD provided responses to Preliminary Application.	Application in progress.
40	5800 Northgate Mall	Northgate Redevelopment Size: Phase 1 (2026): retail space plus 965 multi-family units; Phase 2 (2040); retail space plus 1,374 multi-family units Last Board/Staff Action: Staff met with Project Team on 5/7/26 to discuss project. Status: District is evaluating an alternative site for connection and pumping for the project. Evaluation will affect at least 3 developments and once completed will be shared with the developers to inform Development Agreements.	Application in Progress Development Agreement in Progress
41	555 Northgate Dr	Residential Development Size: 250 residential units (1 and 2-bedroom apartments) Last Board/Staff Action: Finalizing hydraulic study with Hazen and Sawyer. Status: District is evaluating an alternative site for connection and pumping for the project. Evaluation will affect at least 3 developments and once completed will be shared with the developers to inform Development Agreements.	Application in Progress
42	4040 Civic Center Dr	Residential Development Size: 238 multi-family apartment units in two structures Last Board/Staff Action: District provided hydraulic modeling results to Developer. Status: Waiting for applicant to address comments provided.	Application in Progress
43	160/140 N San Pedro Rd	Townhomes 160 N San Pedro Rd Size: 32 residential single-family homes Last Board/Staff Action: District finalizing hydraulic modeling. Status: Development agreement is in process.	Application in Progress
44	Los Gamos Dr	Los Gamos Apartments Size: 192 apartment units Last Board/Staff Action: No action since last report. Status: Project pending.	Application in Progress
45	Marinwood Ave	The Oaks Senior Living Facility Size: 126 apartment units Last Board/Staff Action: Staff provided plan review comments to Developer. Status: Applicant to resubmit drawings for review. Hydraulic modeling is in process.	Application in Progress

No.	Job No.	Project Name/Updates	% Complete
46	121, 155, 175 and 197 Marinwood Ave	Marinwood Apartments Size: 125 affordable multi-family residential/mixed units. Last Board/Staff Action: District provided Reimbursement Agreement and developer/owner signed the agreement. Board approved issuance of Will Serve Letter on 5/7/2026. Staff to prepare Development Agreement for manhole installation and H2S monitoring requirements. Status: Construction underway. Development Agreement for H2S monitoring underway.	Application in Progress Development Agreement in Progress
47	Erin Dr	Talus Reserve (Legacy at Lucas Valley) Size: 28 single-family residential units, 27 ADUs Last Board/Staff Action: Will serve letter provided. Inspections continuing as construction is completed. Status: Final inspections are pending.	Inspections in progress
48	7 Mount Lassen Dr	Mount Lassen Development Size: 29 single-family dwelling units Last Board/Staff Action: District requested additional information from applicant. Status: No activities since last report	Waiting for Application
49	170 Merrydale Rd	Chevron Gas Station Development Size: Redevelopment of an existing gas station Last Board/Staff Action: Staff provided comments to Applicant's General Planning Application submittal in Nov. 2024. Status: Applicant to resubmit plans for review.	Application in Progress
50	50 Merrydale Rd	New Apartment Building Size: New 12-unit apartment building Last Board/Staff Action: District provided comments to applicant on materials provided. Status: Applicant is incorporating comments.	Application in Progress
51	99 Montecillo Rd	Kaiser Hospital Size: Replacement of existing hospital with new hospital on existing building footprint. Last Board/Staff Action: District provided comments to applicant on materials provided. Status: Staff is reviewing resubmittal plans.	Application in Progress
52	1010 Cresta Way	1010 Cresta Way Accessory Dwelling Units (ADUs) Size: Eight (8) detached ADUs. Last Board/Staff Action: Staff met with Developer to discuss review process and requirements. Status: Applicant to submit plans for review.	Waiting for Application
53	Marin Civic Center Campus near Peter Behr Dr & Civic Center Dr Intersection	Center for Food and Agriculture Size: Permanent outdoor Farmers Market and Food Innovation Hub Last Board/Staff Action: Staff provided instructions for application process. Status: Applicant to submit plans for review.	Waiting for Application

No.	Job No.	Project Name/Updates	% Complete
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SMALL LAND DEVELOPMENT PROJECTS

Projects Reviewed: 712 Appleberry Dr - ADU
 32 Roosevelt Ave - ADU
 87 Lucas Park Dr - JADU
 3 Sandstone Ct - Residential Remodel
 617 Galerita Wy - Residential Remodel
 4 Las Huertas Ct - Residential Remodel
 859 Las Pavadas Ave - Residential Remodel
 2400 Las Gallinas Ave - Tenant Improvements for Office Building
 470 Las Gallinas Ave - Tenant Improvement for Dental Office
 1600 Los Gamos Suite 320 - Tenant Improvement for Office Building
 350 Merrydale Rd - Interior Remodel of Existing Building

OTHER STATISTICS

City of San Rafael

Building Permits: Issued 12 Request for Information Letters after review of building permits lists.

County of Marin Placed 6 Permit Holds/Request for Information Letters after review of building

Building Permits: permits lists. Released 10 Permit Holds.

Sewer Lateral Video

Inspections: Reviewed 51 sewer lateral inspection videos and issued Letter of Findings.

CRITICAL PROCESS

- Final effluent discharge to Miller Creek ceased on April 30, 2026. All treated effluent is now being directed to the reclamation ponds and will continue through summer/fall.
- All regulatory compliance notifications and reports were submitted in accordance with permit requirements.
- Three Biowheel aeration trains were in operation for this entire period.

NON-CRITICAL PROCESS

- 4/9 – Several staff members attended the Annual CWEA Conference in Sacramento to support Steve Inskeep in accepting the Community Engagement and Outreach Film Festival Award.
- 4/13 – The State Water Resources Control Board, SF Bay Region conducted a site inspection and discussed the issuance of the next NPDES Permit.
- 4/15 – Hands-on training was conducted by the solar contractor RDC, for Operations and Maintenance Staff.
- 4/16 – MCC-2 Digester Room Improvement Project training for Operations and Maintenance Staff.
- 4/22 – BayWork sponsored a Workshop on Wheels attended by Norman Rogers, Chris Campbell, Erin Borris and intern Gabriel Esparza. Tours were of SFPUC Facilities including Lake Merced Freshwater Booster Pump Station, Treasure Island WWTP and the Southeast WWTP located in the Bayview neighborhood (250 MGD!).
- 4/24-26 – Erin Borris shadowed the weekend operator so she can get comfortable for her upcoming round of standby/weekend duties.
- 5/15 – A local third grade class conducted a self-guided tour of the reclamation area focusing on the Wildlife Marsh.
- 5/21 – Operations appreciation lunch.
- 5/28 – CWEA sponsored tour of the Laguna WWTP in Santa Rosa (Norman Rogers, Chris Campbell, Jeff Waters, Glenn Cook).
- 6/3 – BayWork sponsored a “Mock Interview” for up-and-coming interns.
- 6/7 – Bay Nature Magazine conducted a self-guided tour of the reclamation area to collect information and photos for a future issue.
- 6/11 – All Staff attended the retirement party for Rob Fernandes. Rob worked for the District in the Collections Department for over 21 years! Thank you Rob, we hope you enjoy retirement!
- 6/23 : Operations Staff provided plant tour to student researchers from Berkeley, MIT & Stanford.

PERFORMANCE METRICS*Sewage Treated*

- 2.41 million gallons per day average daily influent flow from April through June.

Recycled Water Production

- 20.5 million gallons of recycled water were pumped to North Marin Water District.
- 66.2 million gallons of recycled water were pumped to Marin Municipal Water District.
- 11.5 million gallons of recycled water were used for internal needs at LGVSD WWTP.

Reclamation

- Pond Levels on April 1st – Pond #1 = 4.5' - Pond #2 = 4.4' ~ 42% of Capacity
- Pond Levels on June 30th – Pond #1 = 8.1' - Pond #2 = 8.0' ~ 77% of Capacity

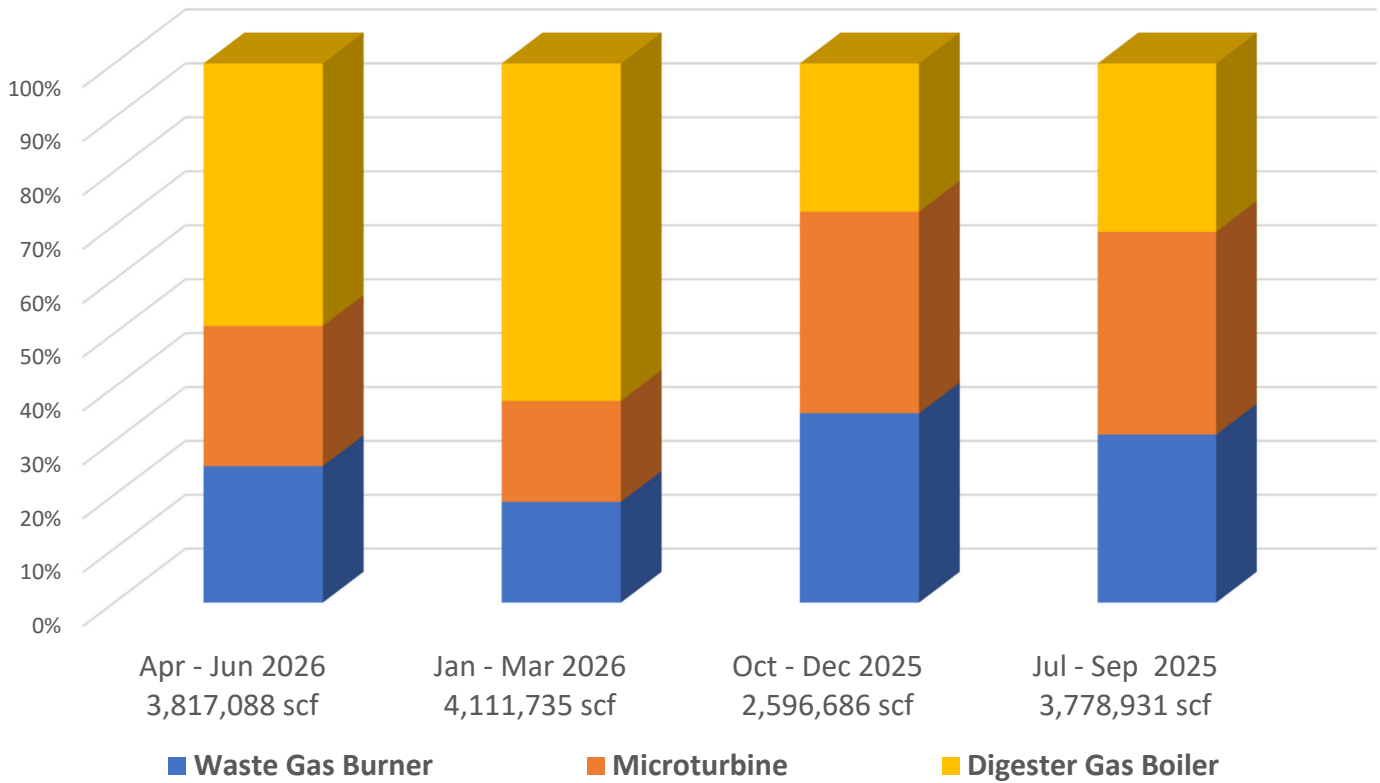
Solar Power Generation

- The entire PV system is now fully functional but had to be shut down to address punchlist items and to allow for the safe connection of the Battery Energy Storage System (BESS). The expected time for re-energization is mid-September.

Biogas Utilization

- Total Digester Gas Produced – 3,817,088 SCF – Microturbines at 25% uptime producing a total of 36,324 kWh, offsetting approximately \$10,900 in PG&E/MCE electrical consumption costs using an average rate of \$0.30/kWh.

2025/26 Biogas Utilization



9/03/2026

CLOSED SESSION

- ☐ Separate Item to be distributed at Board Meeting
- ☐ Separate Item to be distributed prior to Board Meeting
- ☒ Verbal Reports – *1 item*
- ☐ Presentation

9/03/2026

BOARD MEMBER REPORTS

CLARK

NBWA Board Committee, CASA Workforce Committee, Human Resources/Finance Committee, Operations Control Centers Ad Hoc Committee, Public Information/Public Relations Ad Hoc Committee, Other Reports

LAVROV

Marin Special Districts Association, Human Resources/Finance Committee, Myers Litigation Ad Hoc Committee, Operations Control Centers Ad Hoc Committee, Public Information/Public Relations Ad Hoc Committee, Other Reports

MURRAY

Marin LAFCo, Flood Zone 6, Biosolids Ad Hoc Committee, CASA Energy Workgroup, Sustainability Committee, Other Reports

ROBARDS

NBWRA, Flood Zone 7, Planning and Engineering Committee, Sustainability Committee, Terra Linda/HWY 101 Undercrossing Project Ad Hoc Committee, Myers Litigation Ad Hoc Committee, Other Reports

YEZMAN

NBWA, CSRMA, Planning and Engineering Committee, Biosolids Ad Hoc Committee, Terra Linda/HWY 101 Undercrossing Project Ad Hoc Committee, Other Reports



BOARD MEMBER CONFERENCE/ MEETING/WEBINAR ATTENDANCE REQUEST

Date: _____ Name: _____

I would like to attend the _____ Meeting
of _____

To be held on the _____ day of _____ from _____ a.m. / p.m. to
_____ day of _____ from _____ a.m. / p.m.

Location of meeting: _____

Actual meeting date(s): _____

Meeting Type: (In person/Webinar/Conference) _____

Purpose of Meeting: _____

Meeting relevance to District: _____

Board Directors to register themselves for webinars and meetings and can submit
proof of registration to District for reimbursement.

Request assistance from Board Secretary to register for Conference: YES NO
☐ ☐

Board Directors to make their own Hotel Reservations and book their own
transportation including airfare, taxi and/or shuttles.

Frequency of Meeting: _____

Estimated Costs of Travel (if applicable): _____

Date submitted to Board Secretary: _____

Board approval obtained on Date: _____

Please submit this form to the Board Secretary no later than 1 week prior to the
Board Meeting.

9/03/2026

BOARD AGENDA ITEM REQUESTS

Agenda Item 8.B.

- ☐ Separate Item to be distributed at Board Meeting
- ☐ Separate Item to be distributed prior to Board Meeting
- ☒ Verbal Report
- ☐ Presentation

9/03/2026

Various Industry Articles Discussion

- ☐ Separate Item to be distributed at Board Meeting
- ☐ Separate Item to be distributed prior to Board Meeting
- ☐ Verbal Report
- ☒ Discussion