

Annual Report

Fiscal Year 2022 - 2023



Our mission is to meet the expectations of our customers in providing potable and recycled water and sewer services that are reliable, high quality, environmentally responsible, and reasonably priced.

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Board of Directors 2022–2023



Served since 1983 Division 2

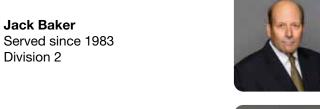
James Grossi

Steve Petterle Served since 2001

Division 4

Division 1

Served since 2017



Rick Fraites Served since 2003 Division 5



Michael Joly Served since 2017 Division 3



Ken Eichstaedt Appointed 2023 Division 1



Officers 2022-2023



Tony Williams General Manager Appointed 2022



Julie Blue **Auditor-Controller** Appointed 2018



Eileen Mulliner District Secretary Appointed 2023



Eric Miller Asst. GM/Chief Engineer Appointed 2022

Department Managers 2022–2023



Julie Blue Administration & Finance



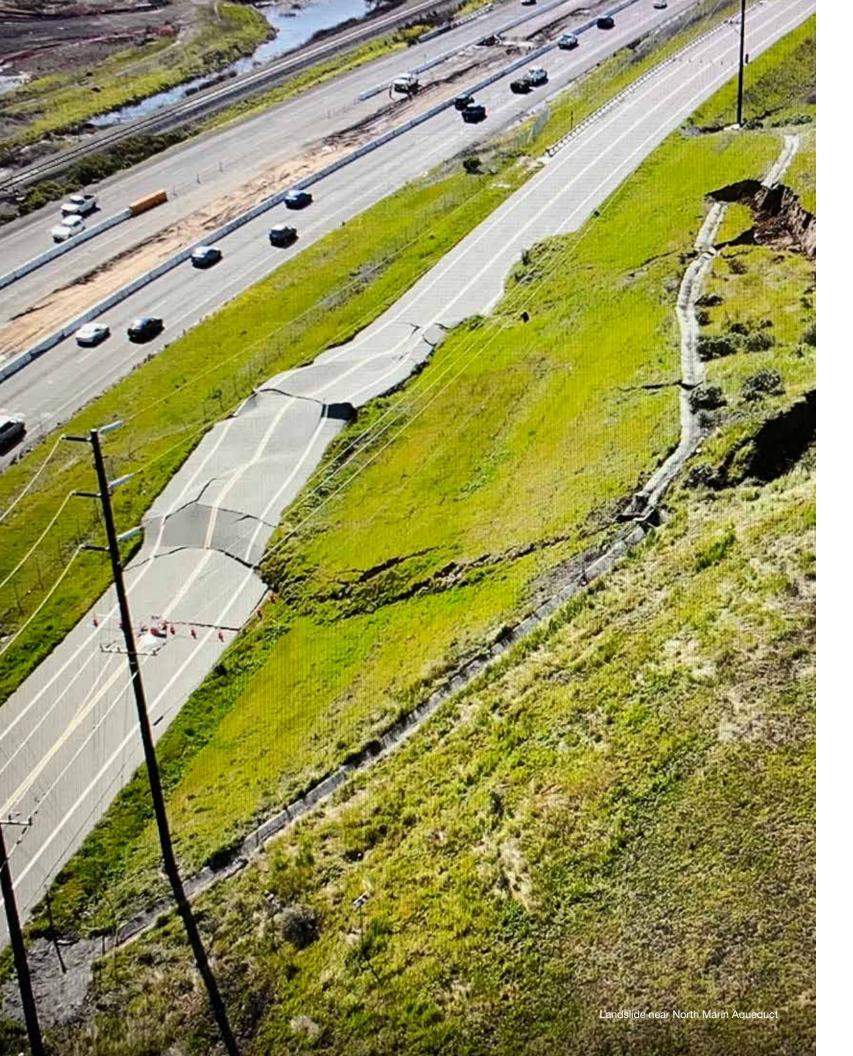
Robert Clark Operations/Maintenance



Eric Miller Engineering



Chris Kehoe Construction/Maintenance



2022-23 Year in Brief

Fiscal Year 2022-23 started off with the North Marin Water District Board of Directors accepting the Local Water Supply Enhancement Study (LWSES) in July 2022, an effort that began a year earlier. The LWSES included a comprehensive analysis of alternative local water supplies, including groundwater, recycled water expansion, Indirect Potable Reuse (IPR), Stafford Treatment Plant process improvements, capture and use of stormwater, increasing capacity of Stafford Lake, and desalination.

After a thorough analysis and study, the North Marin Board approved new connection fees (known as Facility Reserves Charges, FRCs) for the Novato and West Marin water services areas which resulted in a lowering of fees for Accessory Dwelling Units (ADUs). October 31, 2022 marked a major milestone in the Gallagher Well No. 2 Project when the State's Division of Drinking Water (DDW) approved and issued a "permit to operate" the new well for the West Marin customers.

March 2023 presented a significant challenge to North Marin's water supply as a major landslide occurred north of Novato along Highway 101 on March 22nd. The landslide impacted the North Marin Aqueduct (NMA), the only transmission pipeline that conveys Russian River water to both North Marin and Marin Municipal Water District. Because the landslide also significantly impacted two major PG&E gas transmissions lines, the necessary investigations and evaluations of damage to the NMA were delayed until PG&E crews could make necessary assessments and repairs to ensure safety of the area. In light of these circumstances, a local emergency was declared on April 4th. For the following 6 months, North Marin construction and maintenance crews as well as engineers performed various tests and consistent monitoring of the landslide. By November 2023, the NMA was back to full, operational capacity.

In early April, North Marin officially noted the end of the previous 2-years of drought by rescinding Emergency Conservation Ordinances for both Novato and West Marin water services. This action by the Board of Directors removed all water use restrictions and prohibitions.

In April 2023, North Marin officially celebrated its 75th Anniversary recognizing its formation in 1948 by the voters to replace failing private water providers in Novato. The celebration included a public outreach campaign in both print and digital media, participation in the Novato 4th of July Parade and promotional items giveaways.

In May 2023, the Russian River Water Forum (RRWF) kicked off a series of stakeholder meetings regarding the future of the Potter Valley Project (PVP), especially the future diversions of the Eel River into the East Fork of the Russian River. The North Marin General Manager was a member of the RRWF Planning Group whose goal was to bring together interested parties in the Russian River and Eel River basins in a collaborative, solutions-oriented process, including improving the understanding of water reliability uncertainties in the Russian River and Eel River basins and to identify ways to support water supply resiliency solutions and environment benefits in response to PG&E's planned decommissioning of the PVP.

For a narrative description of North Marin Water District history of formation and expansion in Novato and West Marin, please visit our website at nmwd.com/about/history.



Message from General Manager Tony Williams



North Marin Water District carries out its Mission with highly motivated and competent staff that are empowered to provide our customers with reliable services that are high-quality, environmentally responsible, and reasonably priced. This annual report updates customers on North Marin's accomplishments in Fiscal Year (FY) 2022-23 and provides a snapshot of our current efforts and financial performance.

The last couple of years have presented many challenges and the past fiscal year started not much differently with a continuing historic drought, as well as the lingering impacts from COVID-19 such as supply chain delays for certain materials, including critical electrical equipment. Fortunately, beginning in late December 2022 and continuing into March 2023, significant rainfall fell in the Novato Creek watershed resulting in Stafford Dam spilling in early January 2023 for the first time since 2019. This local and similar North Bay rainfall effectively ended "drought conditions" for the District and the region.

Local water supply from Stafford Lake totaled 636.4 million gallons (MG) compared to only 168.1 MG produced the prior year, illustrating the dramatic change in water supply conditions. Rainfall in Novato totaled 40.1" which was 149% of the average. Consequently, the maximum storage capacity this year peaked at Elevation 199.11 feet (>100% total capacity) at the end of January 2023, spilling over the upper spillway crest.

The Russian River water delivery system operated by Sonoma Water typically provides 75-80% of Novato's water supply. In FY 2022-23, imported water represented 65% of potable water volume for the year. This is a very unusually low volume of imported water due primarily to two factors:

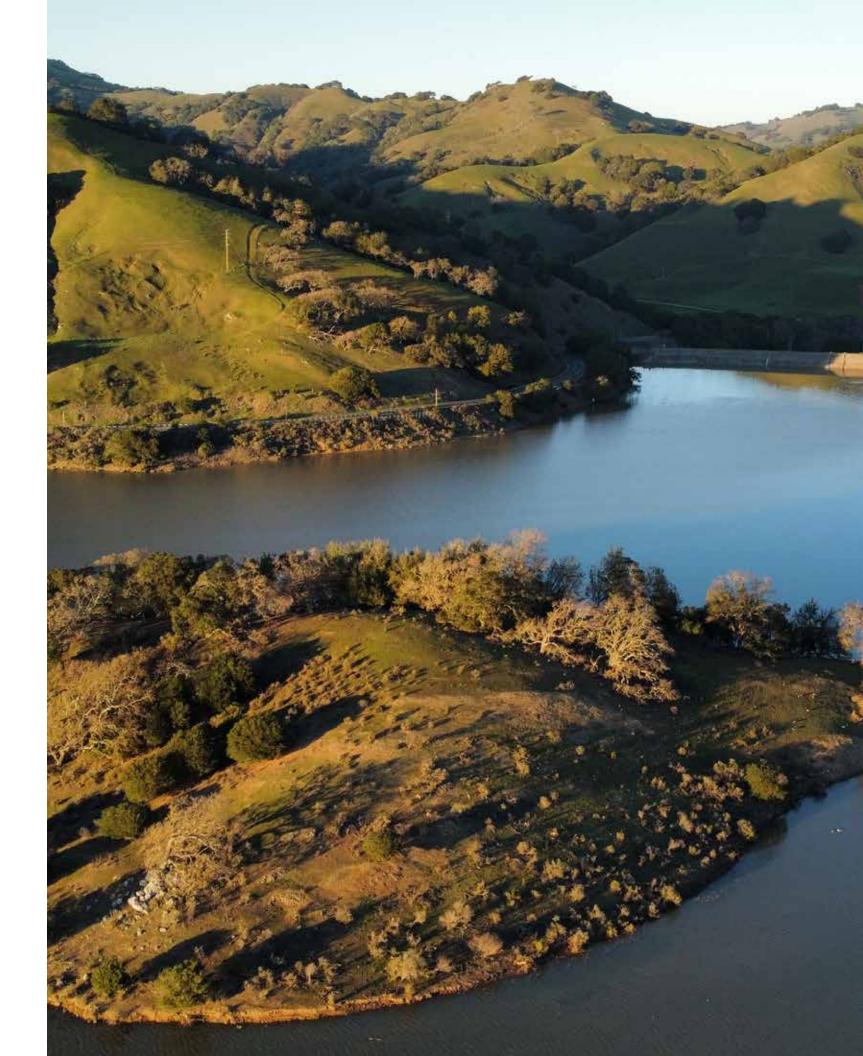
1) a landslide on Redwood Blvd. in Novato that occurred in late March and caused a temporary shutdown of the North Marin Aqueduct; and

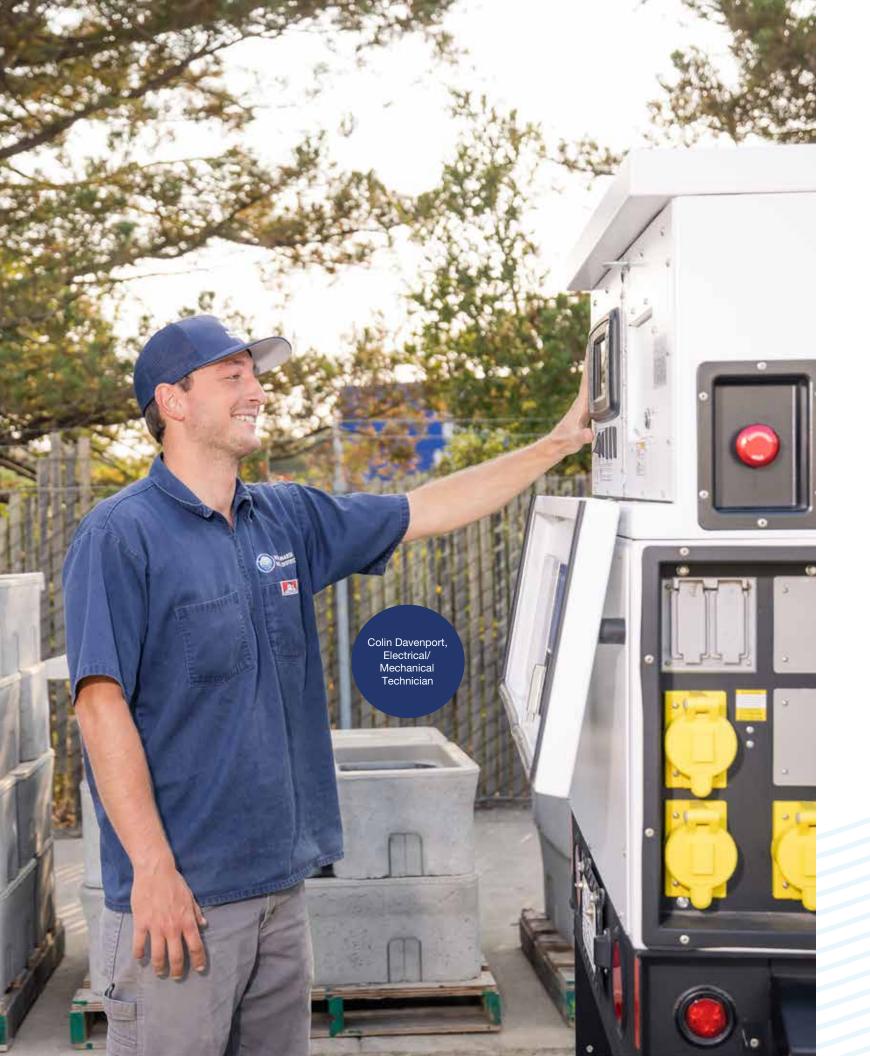
2) the generally mild spring and ability of the Stafford Treatment Plant to handle daily demands.

In ongoing cooperation with Novato Sanitary and Las Gallinas Valley Sanitary Districts, North Marin's Recycled Water continued to be a component in the overall lowering of potable demand in Novato and the number of active customers grew to 100. In total, recycled water use reached 201 MG, which was a decrease compared to the previous year mainly due to mild weather, including rainfall in March and April.

In West Marin, normal-year water supply conditions on Lagunitas Creek were in effect for the entire year since the watershed and Marin Water reservoirs had received ample rainfall. FY 2022-23 ended with a total rainfall of close to 77", well above the prior year (49.55") and well above the "normal year" minimum threshold stipulated for the watershed. With respect to capital improvement projects, the completion of the Gallagher Well No. 2 project occurred on October 31, 2022, after a long environmental planning and permitting process. The project was originally awarded \$464,019 under the state's Small Community Drought Relief Program in December 2021 and received an additional \$212,383 amendment amount to allow electrical upgrades to the power supply for both wells.

On July 1, 2022, a 6% Novato and West Marin revenue rate increase became effective following the recommendations in the Rate Studies conducted in 2020 and 2021, respectively. Despite the increase, delivered water remains a good value for Novato and West Marin customers.





Water Supply

Novato

Stafford Lake is North Marin's local water supply source and typically provides 20% of Novato Service Area total needs.

Stafford Lake, formed by the Stafford Dam, lies four miles west of downtown Novato and collects runoff from 8.3 square miles of watershed land within the upper reaches of Novato Creek.

In Fiscal Year (FY) 2022-23, the Stafford Treatment Plant produced 636.4 million gallons (1,953 acrefeet) of water.

Imported water from the Russian River is North Marin's primary water supply.

The Russian River water originates from both the Eel River and the Russian River watersheds. The Coyote Dam at Lake Mendocino and the Warm Springs Dam at Lake Sonoma can store up to 367,500 acre-feet of water to meet regional water supply needs. Under an agreement with the Sonoma County Water Agency, North Marin purchases Russian River water that is treated through natural filtration and chlorination treatment.

In FY 2022-23, North Marin purchased 1,325.2 million gallons (4,066.3 acre-feet) of Russian River water.

West Marin

Local groundwater wells owned and operated by North Marin provide all of the water needs of the West Marin Service Area. The Coast Guard Well No. 2, Coast Guard Well No. 4, and the Gallagher Well No. 1 were the primary sources for the first half of FY 2022-23. On November 1, 2022, Gallagher Well No. 2 came online after years of planning, design and construction, delivering high quality water to our customers. The water is filtered and chlorinated at the North Marin Point Reyes Treatment Plant.

In FY 2022-23, the Point Reyes Treatment Plant produced 60 million gallons (184 acre-feet) of water from the local groundwater wells.





Administration

Administration

The Administration Department is comprised of the Administrative Services, Consumer Services, Finance, Human Resources, and Information Systems.

Consumer Services

Provided accurate and timely meter readings of over 20,000 accounts, produced approximately 108,000 bills and reminder notices, and responded to 1.060 customer calls for water service assistance.

• Accounting & Finance

Awarded the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for its annual comprehensive financial report for the fiscal year ended June 30, 2022. This is the fourteenth consecutive year the District has received this award.

• Human Resources

Smoothly transitioned the retirement of three key staff via succession planning and strategic recruitments and remained fully staffed for the majority of the fiscal year.

Fiscal Year 2022-23 financial highlights include:

- The District, on a consolidated basis, received 95% of budgeted operating revenue and expended 88% of budgeted operating expenditures, resulting in net revenue of \$4.2 million. Fifty-two percent or \$9.8 million of the Capital Improvement Project Budget was expended. The year ended with a cash balance of \$37.3 million, a decrease of \$7.4 million from the prior year.
- Novato potable water consumption decreased 3% from the prior fiscal year. Stafford Lake Water Treatment Plant produced 636 MG, up 279% from the prior fiscal year. The net revenue of \$4.4 million was higher than the \$1.1 million budgeted net revenue, and compared to a net loss of \$3.3 million the prior fiscal year. Novato Water ended the fiscal year with a cash balance of \$29.3 million. A 6% increase applicable to Novato Water customers was implemented on July 1, 2022.

- The Novato Sanitary District and Las Gallinas Valley Sanitary District, along with the Deer Island Recycled Facility, combined to produce 201 MG of Recycled Water, down 18% from the prior fiscal year. The fiscal year net loss of \$94 thousand was less than the \$390 thousand budgeted net revenue and compared to a net revenue of \$83 thousand the prior fiscal year. Recycled Water ended the fiscal year with a cash balance of \$6.8 million. A 6% increase applicable to Recycled Water customers was implemented on July 1, 2022.
- West Marin Water consumption was down 3% from the prior fiscal year. The \$46 thousand net loss compares to a budgeted net revenue of \$129 thousand and to a net loss of \$136 thousand from the prior fiscal year. West Marin Water ended the fiscal year with a cash balance of \$746 thousand. A 6% increase applicable to West Marin Water customers was implemented on July 1, 2022.
- Oceana Marin Sewer's net loss of \$63 thousand compares to a budgeted net revenue of \$102 thousand and net revenue of \$48 thousand from the prior fiscal year. Oceana Marin ended the year with a \$485 thousand cash balance. A 5% increase applicable to Oceana Marin Sewer customers was approved effective July 1, 2022.



Front row left to right: Connie Filippi (Account Clerk II), Karen Clyde (Human Resources and Safety Manager), Terrie Kehoe (District Secretary, Retired 2022), and Nancy Williamson (Accounting Supervisor).

Back row left to right: Nancy Holton (Accounting Supervisor, Retired 2022), Shawn Cane (Storekeeper), and Julie Blue (Auditor/

Engineering

The Engineering Department consists of professional and technical staff that oversee the planning, permitting, design, construction, and project management of water supply, treatment, transmission, and distribution facilities necessary to serve North Marin's customers in Novato and West Marin. The Engineering Department also provides engineering functions for wastewater-related facilities to support North Marin's wastewater collection, treatment, and disposal system in Oceana Marin. Property owners or developers desiring new water or wastewater service or an upgrade to their existing service are assisted by the Engineering Department according to North Marin regulations.

In the Novato service area, twenty-one capital projects were originally budgeted and an additional seven projects were added during the year. Of the twenty-eight projects, ten were completed, ten are in progress, and eight were deferred due to changes in priority. Total expenditures for the Novato service area equaled \$9,236,130.

In the West Marin service area, including Oceana Marin, nine projects were originally budgeted and an additional two projects were added during the year. Of the eleven projects, three were completed, and eight are in progress. Total expenditures for the West Marin service area equaled \$577,570.



Stafford Treatment Plant - Pipe gallery re-coat.

Engineering Department Highlights from Fiscal Year 2022-23:

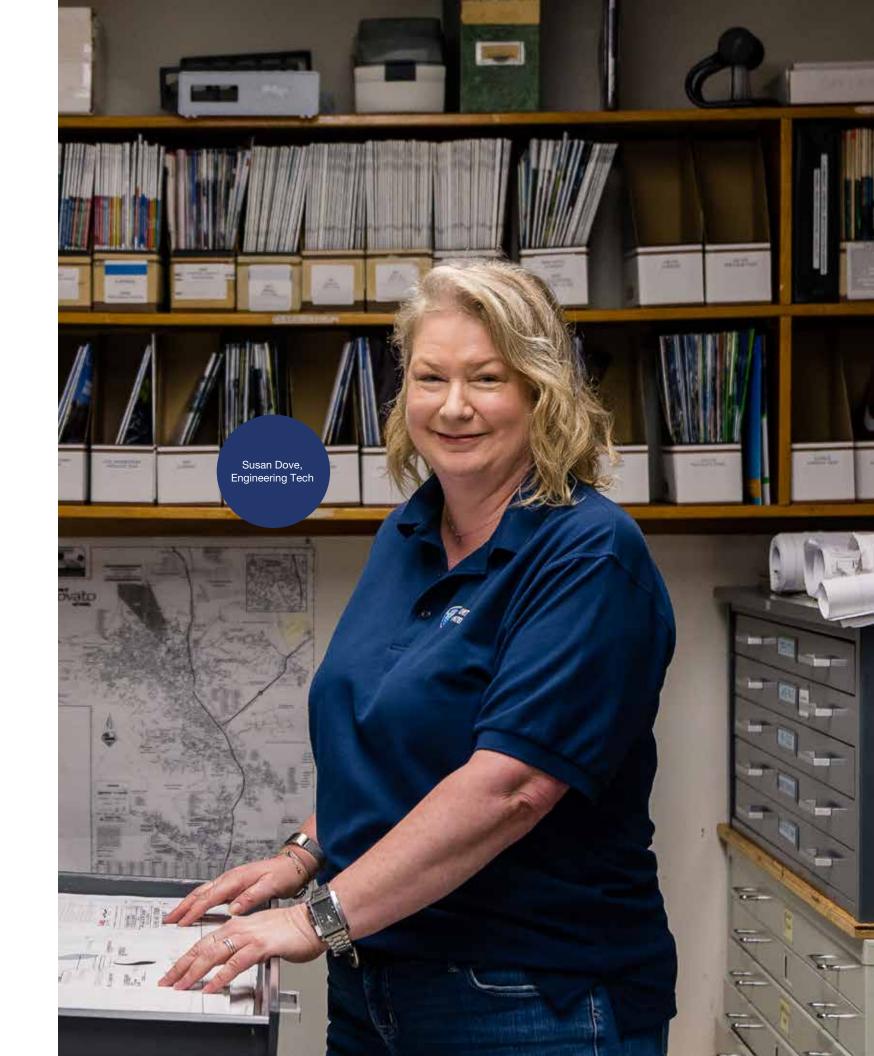
- Completed key Novato capital projects including the George Street Main Replacement, Water Mainline Loop at Rush Creek Place, and installation of water and fire service for the District's Administration and Laboratory Upgrade Project.
- Advanced the design phase of important projects such as the Crest Pump Station Project, Lynwood Pump Station Replacement Project, and the STP Supernatant Line Replacement Project;
- Completed the Gallagher Well No. 2 project for West Marin
- Advanced the design phase of the federal grantfunded project to rehabilitate the Treatment and Storage Ponds in Oceana Marin.

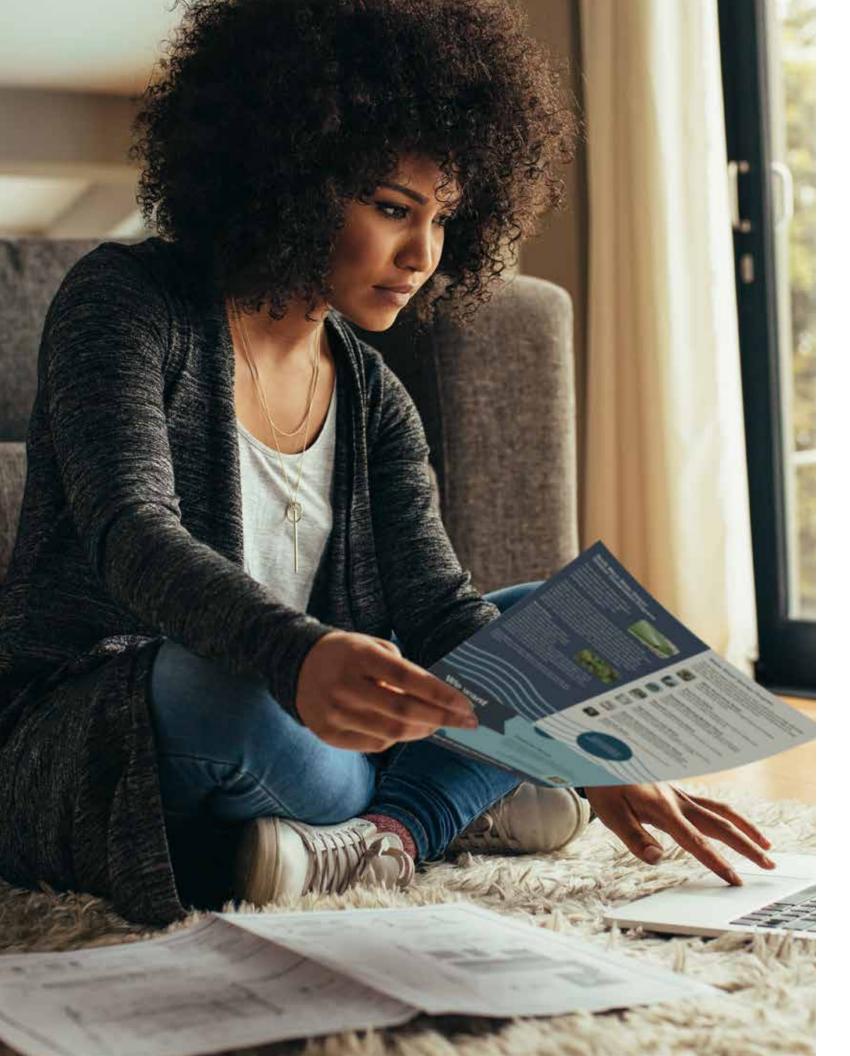


Gallagher Well No. 2 (mound).



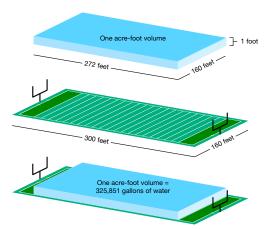
Gallagher Well No. 2 pipeline.





Water Conservation and Communications

North Marin Water District implements a comprehensive and innovative Water Conservation Program aimed at both residential and non-residential customers (commercial and large landscape). Each program element is analyzed to ensure that it will efficiently produce long-lasting water savings mutually worthwhile to the customer and the District. The District also implements a full-scale communications program including direct mail, a modern website, frequent social media posts, and email blasts to make sure customers are informed about all aspects of the District.



An acre foot of water is almost enough to flood a football field 1-foot deep.

Highlights from Fiscal Year 2022-23 include:

- The District incentivized 47 lawn removal projects totaling 33,404 square feet through the Cash for Grass and Lawn be Gone Programs.
- Indoor conservation programs yielded 77 high-efficiency toilet rebates along with 33 high-efficiency clothes washing machine rebates.
- Outdoor conservation programs produced 28 pool cover rebates, 14 weather-based irrigation controller installations, and 20 landscape efficiency (drip installations) projects.
- Two "Waterline" newsletters were distributed to all customers (in Spring and Fall) advising customers of water supply levels, water conservation programs, the WaterSmart portal, and other information items pertinent to District customers.
- The District actively maintained a Facebook page and an Instagram channel with regular updates on water use efficiency, construction projects, and other appropriate District information, with increasing followers every month.



Construction and Maintenance Department

The Construction/Maintenance Department installs, upgrades, repairs, and replaces water main pipelines and their appurtenances regularly in a constant effort to maintain and improve our water facilities and distribution system. Our facilities and responsibilities are in Novato, West Marin, and the sewer system for Oceana Marin. The Construction/Maintenance Department is responsible for upgrading service laterals, mains, and meters to comply with Novato Fire Protection District requirements for fire sprinklers and City of Novato requirements for new development, including accessory dwelling units (ADU). Our crews are also responsible for the flushing and disinfection of pipelines, leak detection, marking and locating our facilities (as part of the Underground Service Alerts system "USA"), and operating and performing maintenance on 9,538 valves and 2,888 fire hydrants in the Novato and West Marin areas.

North Marin Water District Construction/Maintenance staff are on call and ready to respond to emergencies at all times, including nights, weekends, and holidays. This department is first to respond to service leaks, water main breaks, or any other concerns that our customers may have. Our goal is to work hand-in-hand with the public, developers/contractors, and other local municipalities to provide water and reliable facilities to North Marin Water District customers at all times.



Crews repairing 8 inch water main break.

Construction/Maintenance Department Highlights from Fiscal Year 2022-23:

- Critical water system repairs, including 65 polybutylene services replaced, 20 copper services, and 23 water main and valve leaks repaired;
- Installation of new water services, including 12 water services were upgraded for fire sprinklers, 9 service splits for ADUs, and 1 new recycled water service;
- Major development projects: Residence Inn, Hen House in Novato, and Station House Café in West Marin;
- Capital Improvement projects, including the installation of the above-ground features for the new Gallagher Well No. 2, George Street new main line installation, flow meter replacement at Stafford Treatment Plant, new fire service and main for the NMWD Administration and Lab Upgrade, and the removal of Old Ranch Rd Tank No. 1.



Crews installing tapping machine for an 8 inch tap.





Operations and Maintenance Division

The Operations and Maintenance Department (O&M) comprises three groups – Operations, Maintenance, and Water Quality – which work together to provide Novato and West Marin customers with good water and good service at good value while providing a safe place to work. Along with these groups, the O&M Program Assistant provides document control for the Cross-Connection Control, Maintenance Management, and Asset Management programs, as well as managing the District's Recycled Water Monitoring and Water Loss Programs. Additional programs managed by the O&M staff include Environmental, Water Treatment, and Distribution operational permits, Waste Water operational permits, and Water Quality compliance reporting.

Operations Group

The Operations Group is comprised of seven staff that are certified in water distribution and treatment operations, two operators are certified to operate our wastewater collection and treatment facilities in Oceana Marin as well. In Novato, the group manages the Stafford Treatment Plant (STP), the storage of up to 37 million gallons (MG) of potable finished water in 35 tanks through four hydraulic pressure zones with 27 pump stations. There are 1.5 million gallons of recycled water storage and 17 miles of recycled water distribution mains. In West Marin, the group operates the Lagunitas Creek wells, Point Reyes Treatment Plant, six pump stations, and thirteen storage tanks providing potable to customers. Additionally, the department operates and maintains nine miles of sewer collection piping and a 90,000-gallon-per-day wastewater treatment pond with an eight-acre irrigation field for the wastewater system in Oceana Marin.

Operations Group Highlights for Fiscal Year 2022-23:

- Completed and tracked over 400 routine maintenance tasks throughout the year.
- Replaced the STP bulk chemical tank 2 and the double containment recoating was completed.
- Chlorine dioxide generator overhaul.
- Rebuild of 7 chemical pumps and controls for the sodium hydroxide, and ferric chloride systems.

 The annual chemical bid program resulted in the most significant increase in cost for the four primary treatment plant chemicals including Ferric Chloride, Chlorine, Sodium Hypochlorite, and Sodium Hydroxide, up an average 77%.

Maintenance Group

The Maintenance Group is comprised of seven technicians including Electrical/Mechanical (E/M), Building/Grounds, Fleet, Distribution Cross Connection Control, and an O&M Program Assistant, and are responsible for all maintenance tasks throughout the Novato, West Marin and Oceana Marin service areas. Throughout the service areas, the E/M team maintains the Supervisory Control and Data Acquisition (SCADA) system, Advanced Meter Infrastructure (AMI), and computer network communication systems.

Maintenance Group Highlights for Fiscal Year 2022-23:

- Completed and tracked over 296 routine maintenance tasks.
- Replaced Pump No. 2 at the San Marin Pump Station.
- Replaced two variable frequency drives for the STP High Service Pump Station.
- Overhauled pressure regulator stations at 3 locations.
- Installed an in-tank mixing system at the Black Point Tank.



Jeff Watkins, Auto and Equipment Mechanic.

Water Quality Group

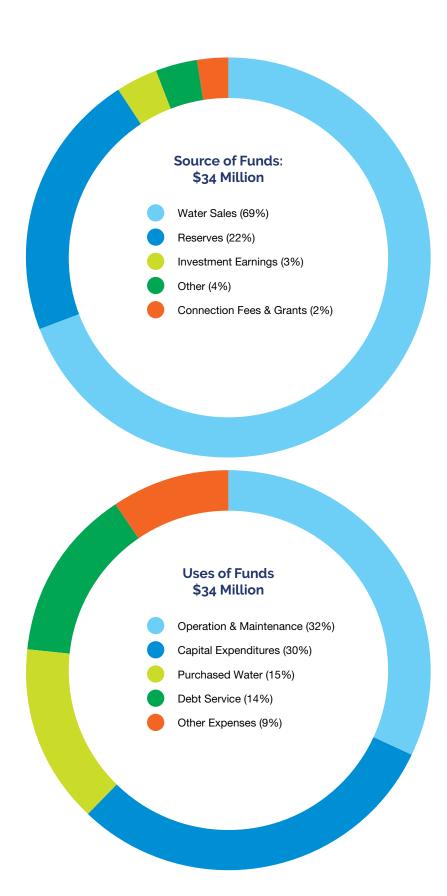
The Water Quality Group includes five employees consisting of chemists, and lab technicians that provide oversight to all aspects of North Marin operations to ensure that water quality is protected, using a multi-barrier approach. Surveillance and monitoring are performed at multiple points from source to tap. The District's Water Quality laboratory is certified by the California Environmental Laboratory Accreditation Program to perform analyses for both regulated and unregulated contaminants. The laboratory performed over thirteen thousand water quality tests as required by state and federal drinking water regulations and to support the work performed by other District departments. The laboratory team also provides the Novato Sanitary District with sample collection, analysis, and reporting.

Water Quality Group Highlights for Fiscal Year 2022-23:

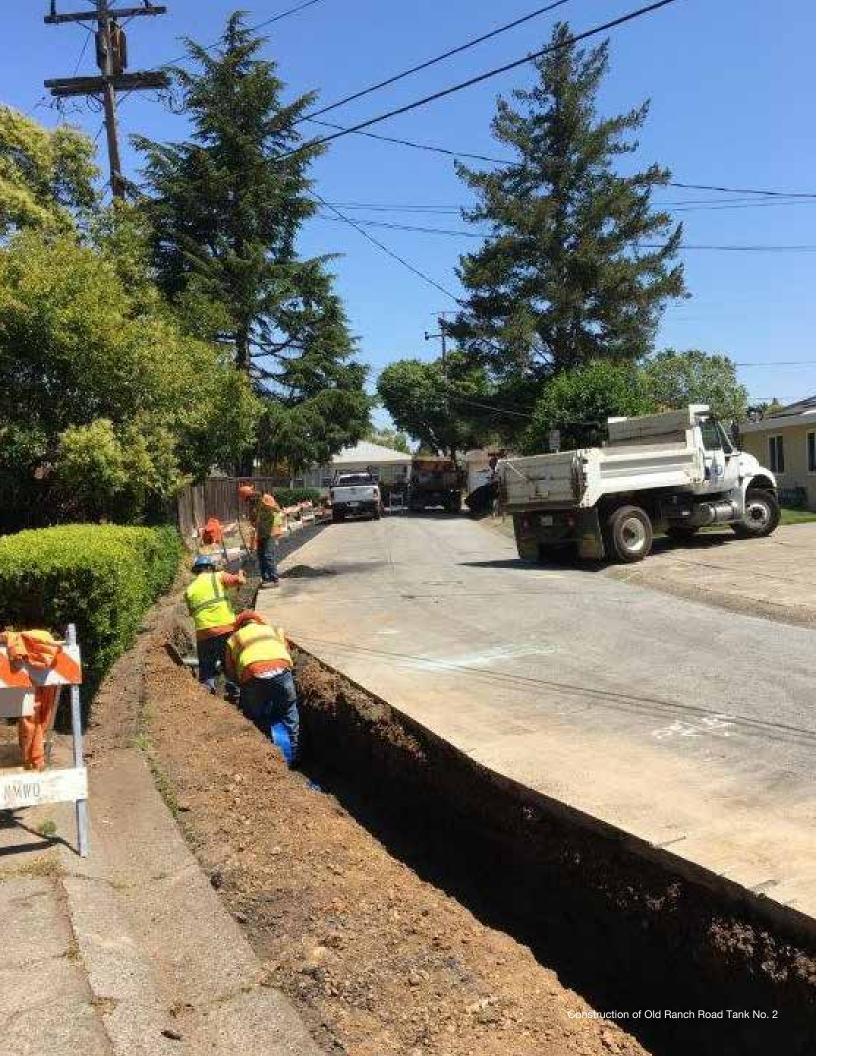
- The quality of water in the Novato and Point Reyes distribution systems met or exceeded all regulatory requirements.
- Between August and December, Water Quality staff completed a series of monitoring samples for cyanotoxins in Stafford Lake and the treated water from the Stafford Treatment Plant. No toxins were ever detected in the treated water, and it is not expected that they can make it through the chemical treatment and adsorption through granular activated charcoal.



Source and Use of Funds



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Historical Statistics

Fiscal Year Ending June 30					
Active Services	2023	2022	2021	2020	2019
Novato Water	20,831	20,700	20,607	20,554	20,546
Novato Recycled	100	97	96	91	91
West Marin Water	792	789	785	782	783
Oceana Marin Sewer	235	235	235	235	234
Total Active Services	21,958	21,821	21,723	21,662	21,654
Other Statistics					
Full-Time Equivalent (FTE) Employees	55.0	51.0	50.0	50.0	52.0
FTE Employees per 1,000 Active Services	2.5	2.3	2.3	2.3	2.4
Property, Plant and Equipment (millions)	\$223.4	\$212.8	\$207.5	\$202.6	\$198.5
FTE Employees per \$1M Capital Assets	0.25	0.24	0.24	0.25	0.26
Miles of Pipeline	368	367	366	365	364
Storage (MG)	40	40	40	40	40
Water Production/Consumption (MG)				
Point Reyes Treatment Plant Consumption	51	53	74	76	81
Stafford Treatment Plant Production	636	168	211	686	567
Recycled Water Consumption	188	230	257	229	191
Russian River Water Purchases Production	1,357	1,886	2,380	1,919	1,863
Total Water Production	2,232	2,336	2,923	2,910	2,702
Wheeled to Marin Municipal WD	1,573	2,786	2,566	1,800	1,728
Novato Service Area Average Day Po	otable Water Produc	ction (MG)			
Annual	5.5	5.6	7.1	7.1	6.7
Peak Month	7.5	8.1	11.6	14.5	11.9
Peak Week	7.8	8.4	12.7	16.2	11.4
Peak Day	11.3	9.0	14.4	18.1	13.7
Net Assets					
Assets	\$201,870,951	\$198,711,728	\$177,437,410	\$174,194,976	\$167,702,424
Liabilities	75,649,974	78,455,151	55,753,246	57,481,213	56,903,171
Net Assets	\$126,220,977	\$120,256,577	\$121,684,164	\$116,713,763	\$110,799,253

Summary Financial Information

June 30, 2023						
Net Assets	Total	Novato Water	Novato Recycled	West Marin Water	Oceana Marin Sewer	
Cash & Investments	\$37,329,147	\$29,288,345	\$6,810,285	\$746,011	\$484,506	
Receivables & Other Assets	17,478,495	15,829,892	1,354,127	289,336	5,140	
Construction-in-Progress	16,887,938	14,554,067	661	2,080,970	252,240	
Property, Plant & Equipment (net)	130,175,371	93,267,404	29,563,702	6,375,858	968,407	
Total Assets	\$201,870,951	\$152,939,708	\$37,728,775	\$9,492,175	\$1,710,293	
Liabilities						
Current Liabilities	\$9,529,032	\$8,064,473	\$1,089,587	\$359,869	\$15,103	
Long-Term Debt	66,120,942	53,237,316	11,513,493	1,370,133	-	
Net Assets	\$126,220,977	\$91,637,918	\$25,125,696	\$7,762,173	\$1,695,190	
Revenue & Expense						
Operating Revenue	\$24,244,710	\$21,521,589	\$1,517,211	\$901,350	\$304,560	
Operating Expense	20,391,965	17,665,659	1,469,853	913,032	343,421	
Operating Income/(Loss)	\$3,852,745	\$3,855,930	\$47,358	(\$11,682)	(\$38,861)	
Non-Operating Revenue/ (Expense)	350,360	550,711	(141,528)	(34,407)	(24,416)	
Net Income/(Loss)	\$4,203,105	\$4,406,641	(\$94,170)	(\$46,089)	(\$63,277)	
Cash Flow						
Net Income/(Loss)	\$4,203,105	\$4,406,641	(\$94,170)	(\$46,089)	(\$63,277)	
Add Back Depreciation	4,523,906	3,455,892	788,511	233,218	46,285	
Cash Generated	\$8,727,011	\$7,862,533	\$694,341	\$187,129	(\$16,992)	
Other Sources/(Uses)						
Connection Fees	\$437,680	\$437,680	-	-	-	
Capital Asset Acquisition	(10,217,711)	(9,639,480)	(661)	(460,077)	(117,493)	
Principal Paid on Debt	(3,506,933)	(2,738,243)	(716,415)	(52,275)	-	
Grant Proceeds	377,573	-	-	359,890	17,683	
Connection Fee Transfer	-	(614,299)	614,299	-	-	
Working Capital & Miscellaneous	(3,146,658)	(3,180,508)	(905)	(81,913)	116,668	
Total Other Sources/(Uses)	(\$16,056,049)	(\$15,734,850)	(\$103,682)	(\$234,374)	\$16,857	
Net Cash Generated/(Used)	(\$7,329,039)	(\$7,872,317)	\$590,660	(\$47,245)	(\$137)	







nmwd.com

Phone: 415-897-4133 (Weekdays 8am – 5pm)

Email: info@nmwd.com

Mailing Address: PO Box 146, Novato, CA 94948-0146

Payment Address: PO Box 511529, Los Angeles, CA 90051-8084

Emergencies & After Hours

Call: 415-897-4133

After hours calls are answered by an outside on-call service center. Please call our main line at (415) 897-4133 and press option 7 to be connected to the after hours services who then contacts District on-call personnel.

Cover: Members of the North Marin Water District Operations Team