

MARINWOOD COMMUNITY SERVICES DISTRICT
Emergency Services Succession Committee
Meeting Agenda

Tuesday February 6, 2018- 5:30PM

Marinwood Community Center, 775 Miller Creek Road, San Rafael, CA 94903

Item	Time	Description	Action
A.	5:30 PM	Call to Order	
B.	5:35 PM	Review Agenda	Adopt
C.	5:40 PM	Minutes of January 2, 2018 ESS Committee Meeting	Approve
D.	5:45 PM	Committee Membership Update	Appoint
E.	5:50 PM	Committee Reports	Discuss
		1. Financial Trends and Drivers	Discuss
		2. Operational Considerations	Discuss
		3. Template of Services/Costs	Discuss
		4. Discussion with Other Agencies	Discuss
		5. Administrative and Legal Planning	Discuss
F.	6:40 PM	Additional Items for Discussion and Evaluation	Discuss
G.	6:45 PM	Public Comment on Non-Agenda Items* <i>Speakers are asked to limit comments to three minutes. Speakers may comment only on non-agenda items within the subject matter of the Committee. The Committee may not take action on, consider or debate items not on the agenda except under narrow circumstances meeting statutory tests. Response to comments on non-agenda items will be limited to factual information or clarifying questions from Committee members. The Chairperson(s) may refer the matter to a future meeting agenda.</i>	
H.	6:50 PM	Requests for Future Agenda Items	Discuss
I.	6:55 PM	Adjournment	

*Time for public comment will be provided at the end of each agenda item. The presiding chair may limit the time for individual comments.

Requests for disability-related modifications or accommodations, aids or services may be made to the district office no later than 72 hours prior to the meeting by contacting (415) 479-0775

**MARINWOOD COMMUNITY SERVICES DISTRICT
Emergency Services Succession Committee**

Meeting Minutes

Tuesday January 2, 2018- 5:30PM

Marinwood Community Center, 775 Miller Creek Road, San Rafael, CA 94903

Committee Member Attendees: Leah Green, Eric Dreikosen, Tom Roach, Jeff Naylor, Dan Curran, Greg Stilson, Brandon Selvitella

Others: Sean Day, John Papanikolaou, Dan Rotwein, Linda Barnello

Description
Meeting called to Order at 5:35PM
Review Agenda-Adopted as presented
Minutes of December 5, 2017 ESS Committee Meeting – M/s Roach/Dreikosen to approve minutes as presented. Motion carried unanimously.
Committee Membership Update-There has been no responses or additions to the committee from members of the public. There were suggestions on means to get the word out such as sending out a special request for participation separate from the meeting announcement. The committee concluded it was premature to prepare flyers and manually distribute them.
Committee Reports
<p>1. Financial Trends and Drivers- Due to the holiday season there were no scheduled subcommittee meetings in December. Eric and Jeff attended the CO\$T presentation which focused on public pension issues and presented two different opinions on the topic. Subcommittee meetings will be resumed in January and an effort to engage a CalPERS contact who can respond to several questions regarding impact to the District of various scenarios under consideration. Jeff will draft an outline of those possibilities as a head start and hope to schedule a teleconference with the contact before the next meeting. Post – employment benefits continue to be the primary financial burden the District faces and is the driver for consideration of outsourcing safety services.</p>
<p>2. Operational Considerations- No additional meetings of this subcommittee were held in December. Jeff will schedule a follow up meeting to discuss any viable options and to discuss any current year operational proposals under consideration.</p>
<p>3. Template of Services/Costs- The Chief presented what is essentially a job description as a discussion document for the purposes of investigating the possibility of a part - time contractual Safety Service Administrator. He added that converting to this type of arrangement would increase the responsibilities of the employee group if it were to occur. While not directly stated, this proposal in some form is critical to our District as rehiring a full time fire chief for our District will likely be economically infeasible. Discussion continued on what was required to initiate discussions with the three originally targeted agencies. The discussion concluded with the following:</p> <ul style="list-style-type: none"> ○ The time to reach out to gauge interest from others in entering into discussions is now.

<ul style="list-style-type: none"> ○ Leah and/or Eric with assistance from the Chief will craft a letter to be used to begin a dialogue with other entities. ○ A suggestion to contact more than the originally identified entities has merit to determine if there is interest in discussing a direct relationship or if not there would be willingness to be consulted about what topics to include and pitfalls to avoid in our discussions. ○ This first meeting will be fairly high level with no more than a dozen or so discussion topics. ○ The committee discussed the idea of adding a subcommittee agenda item focusing on the communication and results of discussions with other entities. It was agreed to include this in future agendas.
<p>4. Administrative and Legal Planning – No meeting has been held at this point. Committee members expressed that this item will evolve from initial conversations and depend on the level of interest.</p> <ul style="list-style-type: none"> ○ Eric will investigate engaging with LAFCO which is in a state of flux right now to make sure that they are aware of our effort. <p>ess@marinwood.org email for communication with committee.</p>
<p>Additional Items for Discussion and Evaluation- The addition of a separate agenda item as detailed above.</p>
<p>Public Comment on Non-Agenda Items - Linda felt she was not able to comment during this section at the last meeting due to the meeting ending so the Fire Commission meeting could start. Linda also made comments pertaining to items on the agenda previously discussed.</p>
<p>Requests for Future Agenda Items-None</p>
<p>Meeting adjourned at 6:30PM</p>
<p>Reports/Status for future meetings to Eric by Wednesday before the meeting or no later than Thursday at noon to make it into the meeting packet.</p>
<p>Contact the committee via email at ess@marinwood.org</p> <ul style="list-style-type: none"> ○ Financial Trends and Drivers – Eric, [Jeff] and Greg ○ Evaluate Operational Considerations- Tom, [Jeff] and Greg ○ Define Template of services/costs to use in discussions with potential service providers- [Tom], Eric and Brandon ○ Discussions with other departments can include San Rafael, Novato and County Fire and could include mergers, outsourcing and leveraging shared services. – [Leah], Tom and Dan ○ Administrative and Legal Planning for alternative solutions- [Leah], Tom and Eric

Finance Subcommittee Report

- Review
 - Profit and Loss trend analysis
 - History
 - Cost containment measures applied/considered
 - CalPERS questions
 - Options for potential consideration
 - Negotiate changes in post employment benefits
 - Consider a merger
 - Consider layoffs/outourcing
 - Increase taxes
 - Investigate bankruptcy protection

Financial Trend Analysis

- **Optimistic**
- **Conservative**
- **Pessimistic**

History

- 1972- MCSC contracts with CALPERS
- 1979- Marinwood and San Rafael enter into a JPA to cover Mont Marin in exchange for dispatch and automatic aid from San Rafael. No compensation and shift complement 2 professional firefighters and a volunteer.
- 1994- San Rafael and MCSD form a JPA in which SR pays MCSD for coverage previously provided by the Joseph Court station.
 - This allows MCSD to hire a 3rd full time professional firefighter on each shift.
- 1999 – During a time of double digit investment returns the California Legislature votes to approve SB400.
 - http://leginfo.ca.gov/faces/billNavClient.xhtml?bill_id=19992000058400
- 2001- Marinwood agrees to a 3@50 pension package assuming that it is no cost to the District due to CALPERS assurances due to funding levels at the time SB400 was approved.
- This benefit:
 - Retroactively inflated costs for retirees and near retirees for whom contributions were based on a less valuable pension.
 - has become significantly more expensive as critical assumptions of investment returns often fail to materialize.
- 2002-2005- The dot.com bubble bursts – CALPERS funding of pensions dropped from 138% to 66% in a little over a year.
- 2005 – 2007 San Rafael cuts the compensation in the 1994 from a high of \$392K to \$150K.
- 2008 – Citing its own financial difficulties San Rafael withdraws completely from the JPA and stops paying us for coverage.
 - The subprime mortgage crisis bursts the housing bubble – CALPERS portfolio drops from \$250B to \$167B in 2.5 years
- 2011- Voters narrowly approve an increase in sq ft. charge to offset the loss of revenue and maintain an independent department.
- 2014- San Rafael and MCSD enter a Shared Services agreement for the same coverage as the 1994 JPA without compensation but with paramedic support. We need to ask why we still do not have this service.
- 2016- MCSD Unfunded Accrued (Pension) Liability as of 6/30/16 Valuation report climbs to \$4.6M.

Cost Containment

- In the past 5 years to contain costs Marinwood has:
 - consolidated management positions
 - reduced non-safety full time positions
 - outsourced some basic park maintenance responsibilities
 - Implemented furloughs to non-safety personnel
 - Reduced District medical premium contribution of safety personnel
- Post Employment benefit costs are the primary reason for the following options under potential consideration.
 - Part time Safety Service Administrator
 - Reduction in force of safety positions
 - Outsource fire service responsibility

CalPERS

- We are awaiting a response from or meeting with CalPERS on the following questions:
- What is the financial impact to the District when:
 - A covered employee is laid off.
 - An agency reaches an agreement to reduce pension formula.
 - A merger with a non-CalPERS agency occurs.
 - An agency declares bankruptcy with pension and OPEB being the primary reason.

Marlinwood CSD
Forecast Profit Loss Statement
Optimistic

Source ->	2013 Audit		2014 Audit		2015 Audit		2016 Audit		2017 Pre-Audit		Budget		Forecast	Forecast	Forecast	Forecast	Yr	Rev	Exp			
	12/13	12/14	%Chg	14/15	%Chg	15/16	%Chg	16/17	%Chg	17/18	%Chg	18/19	19/20	20/21	21/22	18/19	1.020	1.015	20/21	1.020	1.020	
Revenue																						
Property Tax	\$1,499,598	\$1,527,757	1.88%	\$1,514,113	-0.89%	\$1,599,428	5.63%	\$1,704,148	6.50%	\$1,649,276	-3.22%	\$1,682,262	\$1,715,907	\$1,750,225	\$1,785,229							
Special Assessments	\$1,255,729	\$1,283,860	2.24%	\$1,918,919	2.68%	\$1,955,746	2.69%	\$1,870,511	1.24%	\$1,811,591	3.00%	\$1,439,823	\$1,468,419	\$1,497,992	\$1,527,911							
Marlinwood CSD Fire								\$1,027,340		\$1,056,736	2.86%	\$1,077,871	\$1,099,428	\$1,121,417	\$1,143,845							
Marlinwood CSD Park Maintenance								\$343,171		\$354,855	3.40%	\$361,952	\$369,191	\$376,575	\$384,106							
Charges for Service	\$2,015,541	\$2,213,046	10.79%	\$2,077,535	-6.90%	\$2,441,634	17.53%	\$2,450,785	0.37%	\$2,486,115	1.44%	\$2,535,837	\$2,586,554	\$2,638,285	\$2,691,051							
Recreation Program Revenue								\$1,738,905		\$1,788,517	2.82%	\$1,803,643	\$1,839,757	\$1,876,562	\$1,914,083							
CSA 13 and County Farm Fees		\$42,272		\$78,222		\$80,061		\$711,880		\$717,798	0.83%	\$732,154	\$746,797	\$761,733	\$776,968							
Measure A Revenue								\$81,793		\$87,592	7.09%	\$89,344	\$91,131	\$92,953	\$94,813							
Marlinwood CSD Lighting								\$24,364		\$23,860	-2.05%	\$24,439	\$24,828	\$25,427	\$25,935							
Other Revenue	\$0	\$1,790		\$1,081	-40.73%	\$359,192	33754.10%	\$302,670	-15.74%	\$362,770	85.94%	\$77,721	\$79,287	\$80,872	\$82,490							
Total Revenue	\$4,770,868	\$5,088,725	6.66%	\$4,989,250	-1.95%	\$5,833,961	16.83%	\$5,934,271	1.72%	\$6,221,304	4.84%	\$5,848,487	\$5,966,476	\$6,085,754	\$6,207,469							
Expenses																						
Park	\$615,398	\$673,629	9.46%	\$611,787	-9.19%	\$584,975	-4.37%	\$605,496	3.51%	\$1,021,961	68.78%	\$486,089	\$702,916	\$708,583	\$728,860							
Current Salary and Benefits								\$316,264		\$338,481	7.02%	\$341,866	\$346,994	\$353,934	\$361,012							
Operating Expenses								\$196,491		\$183,548	-6.57%	\$174,166	\$237,679	\$242,433	\$247,281							
OP&E Payments								\$53,408		\$51,810	-2.99%	\$52,328	\$53,113	\$54,175	\$55,259							
Recreation	\$1,701,153	\$1,793,123	5.41%	\$1,888,134	5.30%	\$1,998,008	5.82%	\$2,117,885	6.00%	\$2,129,733	0.55%	\$2,162,633	\$2,203,390	\$2,238,051	\$2,289,284							
Current Salary and Benefits								\$1,371,337		\$1,383,163	0.86%	\$1,396,997	\$1,437,952	\$1,446,911	\$1,475,237							
Operating Expenses								\$738,278		\$677,368	-8.25%	\$684,142	\$694,404	\$708,292	\$722,458							
OP&E Payments								\$10,539		\$7,942	-24.64%	\$8,071	\$8,142	\$8,305	\$8,471							
Miscellaneous Pension Payments								\$87,185		\$109,602	25.74%	\$131,202	\$148,034	\$154,186	\$148,426							
Fire	\$2,099,415	\$2,139,080	1.89%	\$2,960,506	10.35%	\$2,545,777	6.70%	\$2,338,696	-8.85%	\$2,547,242	8.82%	\$2,447,910	\$2,544,761	\$2,622,606	\$2,708,979							
Current Salary and Benefits								\$1,459,377		\$1,498,391	2.67%	\$1,513,375	\$1,536,076	\$1,566,797	\$1,598,133							
Operating Expenses								\$459,701		\$588,170	28.15%	\$425,819	\$432,206	\$440,850	\$449,667							
Safety Pension Payments								\$348,539		\$378,193	8.51%	\$426,340	\$492,888	\$529,675	\$574,185							
OP&E Payments								\$71,079		\$81,560	14.79%	\$82,376	\$83,611	\$85,283	\$86,989							
Street Lighting	\$79,576	\$11,046	-80.99%	\$21,642	-30.23%	\$27,857	28.60%	\$21,978	-21.10%	\$23,960	9.02%	\$24,200	\$24,563	\$25,054	\$25,555							
Capital Expenses	\$130,853	\$158,871	6.15%	\$132,292	-4.74%	\$175,481	32.65%	\$199,110	13.47%	\$144,750	-27.30%	\$146,198	\$148,390	\$151,958	\$154,385							
Capital Reserves								\$100,000		\$100,000		\$101,000	\$102,535	\$104,565	\$106,657							
OP&E Trust Deposits								\$60,000		\$60,000		\$60,600	\$61,509	\$62,739	\$63,994							
Other																						
Total Expenses	\$4,626,375	\$4,775,749	3.25%	\$5,014,331	5.00%	\$5,557,098	6.74%	\$5,283,265		\$6,027,673		\$5,628,629	\$5,788,045	\$5,913,957	\$6,077,708							
Net Income	\$144,493	\$312,976	116.60%	-\$25,081	-108.01%	\$481,863	-2021.23%	\$651,006	35.10%	\$193,631		\$220,808	\$178,381	\$171,797	\$129,760							
Pension Payments Total	\$414,833	\$408,037	-1.64%	\$348,100	-14.69%	\$405,470	16.48%	\$435,704	7.46%	\$487,793	11.96%	\$557,943	\$640,892	\$663,862	\$722,612							
OP&E Payments Total	\$85,619	\$96,653	7.85%	\$104,641	8.28%	\$153,530	48.72%	\$235,026	-12.05%	\$241,912	4.68%	\$384,255	\$387,719	\$421,680	\$405,583							

Assumptions:

1. Forecast Pension Expense derived from most recent PERS valuation study
2. "Park" pension expense estimated at 44% of total Miscellaneous pension expense. Rec at 56%
3. Top call in "Forecast % Chg" columns control all %. Separate for revenue & expense

Marinwood CSD
Forecast Profit Loss Statement
Pessimistic

Source ->	2013 Audit		2014 Audit		2015 Audit		2016 Audit		2017 Pre-Audit		Budget		Forecast	Forecast	Forecast	Forecast	Yr	Rev	Exp
	12/13	12/14	%Chg	12/15	%Chg	12/16	%Chg	12/17	%Chg	17/18	%Chg	18/19	19/20	20/21	21/22				
Revenue																			
Property Tax	\$1,489,598	\$1,527,757	1.88%	\$1,514,113	-0.89%	\$1,599,338	5.63%	\$1,704,148	6.55%	\$1,649,278	-3.22%	\$1,649,278	\$1,657,527	\$1,674,098	\$1,690,839	\$1,707,580	18/19	1.000	1.010
Special Assessments	\$1,255,729	\$1,283,860	2.24%	\$1,318,319	2.68%	\$1,353,748	2.60%	\$1,370,511	1.24%	\$1,411,591	3.00%	\$1,431,591	\$1,418,649	\$1,432,815	\$1,447,184	\$1,461,553	19/20	1.005	1.020
Marinwood CSD Fire								\$1,027,340		\$1,056,736	2.86%	\$1,056,736	\$1,062,020	\$1,072,640	\$1,083,366	\$1,094,092	20/21	1.010	1.030
Marinwood CSD Park Maintenance								\$343,171		\$354,855	3.40%	\$354,855	\$356,629	\$360,196	\$363,788	\$367,380	21/22	1.010	1.030
Charges for Service	\$2,015,541	\$2,233,044	10.79%	\$2,077,533	-6.96%	\$2,441,634	17.53%	\$2,450,785	0.37%	\$2,486,115	1.44%	\$2,486,115	\$2,488,544	\$2,521,531	\$2,548,766	\$2,576,001			
Recreation Program Revenue								\$1,738,905		\$1,768,317	1.69%	\$1,768,317	\$1,777,159	\$1,794,930	\$1,812,879	\$1,830,828			
CSA 13 and County Farm Fees								\$711,880		\$717,798	0.83%	\$717,798	\$721,387	\$728,603	\$735,887	\$743,171			
Measure A Revenue		\$42,272		\$78,222		\$80,061		\$81,793		\$87,582	7.09%	\$87,582	\$88,030	\$88,910	\$89,800	\$90,690			
Marinwood CSD Lighting								\$24,364		\$23,960	-1.66%	\$23,960	\$24,080	\$24,321	\$24,564	\$24,808			
Other Revenue	\$0	\$1,790		\$1,061	-40.73%	\$359,193	33754.10%	\$302,670	-15.74%	\$563,730	83.94%	\$78,708	\$76,589	\$77,355	\$78,121	\$78,887			
Total Revenue	\$4,770,869	\$5,088,725	6.66%	\$4,989,250	-1.95%	\$5,833,961	16.93%	\$5,894,271	1.72%	\$6,221,904	4.84%	\$5,794,742	\$5,763,416	\$5,821,050	\$5,879,260	\$5,937,470			
Expenses																			
Park	\$815,390	\$673,629	9.46%	\$811,787	-9.19%	\$584,875	-4.37%	\$605,496	3.51%	\$1,021,981	68.78%	\$686,089	\$706,058	\$719,197	\$745,268	\$768,339			
Current Salary and Benefits								\$316,264		\$338,481	7.02%	\$341,866	\$348,703	\$359,164	\$369,939	\$379,914			
Operating Expenses								\$196,491		\$383,848	196.89%	\$234,166	\$238,850	\$246,015	\$251,396	\$256,777			
OPEB Payments								\$33,635		\$31,810	-2.99%	\$52,318	\$53,375	\$54,976	\$56,625	\$58,274			
Recreation	\$1,701,133	\$1,793,123	5.41%	\$1,884,134	5.30%	\$1,998,008	5.82%	\$2,117,883	6.00%	\$2,129,785	0.55%	\$2,162,433	\$2,213,834	\$2,270,015	\$2,348,834	\$2,418,653			
Current Salary and Benefits								\$1,321,337		\$1,383,165	4.68%	\$1,396,997	\$1,424,937	\$1,467,685	\$1,511,715	\$1,556,745			
Operating Expenses								\$738,278		\$677,368	-8.25%	\$684,142	\$697,825	\$718,759	\$740,323	\$761,887			
OPEB Payments								\$10,539		\$7,947	-24.64%	\$8,071	\$8,182	\$8,427	\$8,680	\$8,933			
Miscellaneous Pension Payments								\$87,165		\$109,602	25.74%	\$131,202	\$148,024	\$134,186	\$148,426	\$162,666			
Fire	\$2,099,413	\$2,189,080	1.89%	\$2,340,506	10.35%	\$2,565,777	8.70%	\$2,338,688	-8.85%	\$2,547,247	8.92%	\$2,447,910	\$2,534,889	\$2,653,536	\$2,781,742	\$2,910,950			
Current Salary and Benefits								\$1,459,377		\$1,498,391	2.67%	\$1,513,373	\$1,543,642	\$1,589,952	\$1,637,650	\$1,686,348			
Operating Expenses								\$489,701		\$589,101	20.43%	\$425,809	\$434,335	\$447,365	\$460,786	\$474,207			
Safety Pension Payments								\$340,539		\$378,193	11.34%	\$426,940	\$482,868	\$529,675	\$574,185	\$618,697			
OPEB Payments								\$71,079		\$81,586	14.75%	\$87,376	\$88,023	\$88,544	\$89,140	\$89,736			
Street Lighting	\$79,576	\$31,046	-60.99%	\$21,662	-30.23%	\$27,857	28.60%	\$21,978	-21.10%	\$23,960	9.02%	\$24,200	\$24,684	\$25,424	\$26,187	\$26,950			
Capital Expenses	\$130,853	\$138,871	6.13%	\$132,292	-4.74%	\$175,483	32.63%	\$199,110	13.47%	\$144,750	-27.30%	\$146,198	\$149,121	\$153,595	\$158,208	\$162,821			
Capital Reserves										\$100,000		\$101,000	\$109,020	\$106,111	\$109,294	\$116,485			
OPEB Trust Deposits										\$60,000		\$60,600	\$61,812	\$63,666	\$65,576	\$67,486			
Other																			
Total Expenses	\$4,626,375	\$4,775,749	3.23%	\$5,014,331	5.00%	\$5,352,098	6.74%	\$5,283,263		\$6,027,673		\$5,628,629	\$5,813,400	\$5,991,543	\$6,210,125	\$6,428,707			
Net Income	\$144,493	\$312,976	116.60%	-\$25,081	-108.01%	\$481,863	-2021.23%	\$611,008	35.10%	\$193,631		\$106,113	-\$49,985	-\$170,495	-\$330,865	-\$491,237			
Pension Payments Total	\$414,833	\$408,037	-1.64%	\$348,102	-14.69%	\$405,470	16.48%	\$435,704	7.46%	\$487,795	12.96%	\$557,543	\$640,892	\$663,862	\$722,612	\$781,362			
OPEB Payments Total	\$89,619	\$96,653	7.80%	\$304,641	8.26%	\$153,530	46.72%	\$135,026	-12.09%	\$141,312	4.66%	\$184,235	\$187,719	\$211,690	\$209,583	\$233,566			

Assumptions:

- Forecast Pension Expense derived from most recent PERS valuation study
- "Park" pension expense estimated at 44% of total Miscellaneous pension expense. Rec at 56%
- Top cell in "Forecast % chg" columns control all %'s. Separate for revenue & expense

Marlwood CSD
Forecast Profit Loss Statement
Conservative

Source ->	2013 Audit		2014 Audit		2015 Audit		2016 Audit		2017 Pre-Audit		Budget		Forecast		Forecast		Yr	Rev	Exp		
	12/13	12/13	%Chg	12/14	%Chg	12/15	%Chg	12/16	%Chg	12/17	%Chg	17/18	%Chg	18/19	19/20	20/21				21/22	
Revenue																					
Property Tax	\$1,499,598	\$1,527,757	1.89%	\$1,514,113	-0.89%	\$1,599,328	5.63%	\$1,704,148	6.59%	\$1,649,278	-3.22%	\$1,682,267	2.00%	\$1,715,907	\$1,750,225	\$1,785,229	18/19	1.020	1.020		
Special Assessments	\$1,255,728	\$1,283,860	2.24%	\$1,318,319	2.68%	\$1,353,746	2.69%	\$1,370,511	1.24%	\$1,411,591	3.00%	\$1,439,823	2.00%	\$1,468,619	\$1,497,992	\$1,527,951	19/20	1.020	1.020		
Marlwood CSD Fire								\$1,027,340		\$1,056,738	2.86%	\$1,077,871	2.00%	\$1,099,428	\$1,121,417	\$1,143,845	20/21	1.020	1.025		
Marlwood CSD Park Maintenance								\$343,171		\$354,855	3.40%	\$361,957	2.00%	\$369,191	\$376,579	\$384,106	21/22	1.020	1.030		
Charges for Service	\$2,015,541	\$2,233,046	10.79%	\$2,077,535	-6.96%	\$2,441,634	17.53%	\$2,450,785	0.37%	\$2,486,115	1.44%	\$2,535,817	2.00%	\$2,586,554	\$2,638,285	\$2,691,051					
Recreation Program Revenue								\$1,738,905		\$1,768,317	1.69%	\$1,803,683	2.00%	\$1,839,757	\$1,876,952	\$1,914,083					
CSA 13 and County Farm Fees								\$711,880		\$717,798	0.83%	\$732,154	2.00%	\$746,797	\$761,733	\$776,968					
Measure A Revenue		\$42,272		\$78,222		\$80,061		\$81,793		\$87,592	7.09%	\$89,344	2.00%	\$91,131	\$92,953	\$94,813					
Marlwood CSD Lighting								\$14,364		\$23,960	-1.66%	\$24,439	2.00%	\$24,928	\$25,427	\$25,935					
Other Revenue	\$0	\$1,790		\$1,061	-40.73%	\$359,192	33754.10%	\$302,670	-15.74%	\$562,790	85.94%	\$77,732	-86.94%	\$77,287	\$80,872	\$82,490					
Total Revenue	\$4,770,869	\$5,088,725	6.66%	\$4,989,250	-1.95%	\$5,833,961	16.93%	\$6,934,271	17.7%	\$6,221,904	-4.84%	\$6,848,437	10.11%	\$7,366,426	\$7,608,754	\$7,820,469					
Expenses																					
Park	\$815,398	\$675,679	9.46%	\$611,737	-9.19%	\$584,875	-4.37%	\$609,486	3.51%	\$1,021,981	68.78%	\$688,089	-31.18%	\$706,058	\$715,993	\$741,067					
Current Salary and Benefits								\$316,264		\$338,481	7.02%	\$341,866	1.00%	\$348,703	\$357,421	\$368,143					
Operating Expenses								\$196,491		\$583,548	196.88%	\$154,168	-23.81%	\$238,850	\$244,821	\$252,168					
OPEB Payments								\$53,408		\$51,810	-2.99%	\$52,328	1.00%	\$53,575	\$54,709	\$56,350					
Recreation	\$1,701,131	\$1,793,123	5.41%	\$1,888,134	5.30%	\$1,998,008	5.82%	\$2,117,983	6.00%	\$2,129,735	0.55%	\$2,182,633	2.53%	\$2,239,836	\$2,259,361	\$2,327,861					
Current Salary and Benefits								\$1,321,337		\$1,383,165	4.68%	\$1,396,997	1.00%	\$1,424,937	\$1,460,560	\$1,504,377					
Operating Expenses								\$738,278		\$477,368	-35.48%	\$688,142	-14.84%	\$687,825	\$715,270	\$736,728					
OPEB Payments								\$10,539		\$7,942	-24.64%	\$8,021	1.25%	\$8,182	\$8,386	\$8,638					
Miscellaneous Pension Payments								\$87,165		\$109,602	25.74%	\$131,202	20.16%	\$148,024	\$134,186	\$148,424					
Fire	\$2,099,415	\$2,139,080	1.89%	\$2,580,506	10.35%	\$2,565,777	-0.57%	\$2,338,686	-8.85%	\$2,547,247	8.92%	\$2,447,810	-3.93%	\$2,554,888	\$2,843,228	\$2,751,142					
Current Salary and Benefits								\$1,459,377		\$1,498,591	2.67%	\$1,513,375	1.00%	\$1,543,642	\$1,582,233	\$1,629,700					
Operating Expenses								\$499,701		\$599,109	18.01%	\$423,819	-31.81%	\$434,335	\$445,194	\$458,550					
Safety Pension Payments								\$348,539		\$378,193	8.51%	\$426,340	12.66%	\$492,868	\$529,675	\$574,185					
OPEB Payments								\$71,079		\$81,540	14.79%	\$87,378	7.00%	\$94,023	\$96,124	\$98,707					
Street Lighting	\$78,578	\$31,046	-60.99%	\$21,662	-30.23%	\$37,857	28.60%	\$21,978	-21.10%	\$23,960	9.02%	\$24,200	1.00%	\$24,684	\$25,301	\$26,060					
Capital Expenses	\$130,853	\$138,871	6.13%	\$132,282	-4.74%	\$175,481	32.65%	\$199,110	13.47%	\$144,750	-27.90%	\$146,198	1.00%	\$149,121	\$152,849	\$157,435					
Capital Reserves								\$100,000		\$100,000	0.00%	\$101,000	1.00%	\$102,000	\$103,000	\$104,000					
OPEB Trust Deposits								\$60,000		\$60,000	0.00%	\$61,812	3.00%	\$63,557	\$65,258	\$67,000					
Other																					
Total Expenses	\$4,626,375	\$4,775,749	3.23%	\$5,014,331	5.00%	\$5,352,098	6.74%	\$5,283,265	-1.28%	\$6,027,679	13.11%	\$5,628,629	-6.63%	\$5,813,400	\$5,963,682	\$6,183,487					
Net Income	\$144,493	\$312,976	116.60%	-\$25,081	-108.01%	\$481,863	2021.23%	\$651,006	35.10%	\$194,225	-70.11%	\$219,808	12.92%	\$220,808	\$215,072	\$236,982					
Pension Payments Total	\$414,833	\$408,037	-1.64%	\$348,102	-14.69%	\$405,470	16.48%	\$435,704	7.46%	\$487,795	11.96%	\$557,543	14.33%	\$640,892	\$663,882	\$722,612					
OPEB Payments Total	\$89,619	\$96,653	7.85%	\$104,641	8.26%	\$153,530	46.72%	\$135,026	-12.09%	\$141,517	4.81%	\$184,293	34.16%	\$187,719	\$211,880	\$205,583					

Assumptions:

1. Forecast Pension Expense derived from most recent PERS valuation study
2. "Park" pension expense estimated at 44% of total Miscellaneous pension expense. Rec at 56%
3. Top cell in "Forecast % chg" columns control all %'s. Separate for revenue & expense

MARINWOOD COMMUNITY SERVICES DISTRICT

POSITION DESCRIPTION FIRE CHIEF

DESCRIPTION

Under the general administrative direction of the District Manager, the Fire Chief administers all operations of the Marinwood Fire Department and is responsible for the planning, organizing, staffing, coordinating, directing, and budgeting of all functions, policies, and procedures of the Department; ensures protection of the lives and property of citizens from loss due to fire or related hazards; coordinates operations of the Department with other fire departments and other agencies.

DUTIES

Administrative:

- Attends meetings of the Marinwood Community Services District (CSD) Board of Directors and makes reports as needed or directed.
- Attends meetings of the Marinwood Fire Commission and makes reports as needed or directed.
- Determines work schedules and makes work assignments as required to ensure adequate staffing levels.
- Prepares narrative and statistical reports.
- Responds to correspondence.
- Prepares and administers the Fire Department budget in conjunction with the District Manager.
- Recommends and enforces Department policies and procedures, ordinances, and regulations.
- Has sufficient knowledge of the Insurance Services Office rating schedule to achieve the best possible rating with the available resources.
- Directs the establishment and maintenance of records necessary to meet both legal requirements and standards as adopted by the District.
- Sends NFIRS reports to State Fire Marshal's Office as required
- Directs Billing for emergency incidents to appropriate agency
- Develops Department budget in collaboration with staff and District Manager
- Reviews budget performance monthly and reports to Commission
- Oversees purchasing of supplies and equipment and approves all expenditures
- Reviews and approves all invoices and allocates them to the appropriate general ledger accounts

Professional:

- Plans, organizes, and direct the activities of the Department and the professional staff and volunteers engaged in fire suppression, fire prevention, medical aid, rescue, hazardous material mitigation and disaster planning as well as general administration.
- Responds to emergency incidents and assumes the role of incident commander as needed and/or supports the incident commander as warranted.
- Ensures personnel safety.
- Responsible for investigation and determination of fire causes and origin.
- Directs the Department's training, fire prevention, and maintenance programs.
- Applies risk management programs including fire protection standards and applicable laws.
- Plans and supervises the requisition, maintenance, operation, and proper utilization of materials, supplies, and equipment.
- Sees that all applicable laws, ordinances, codes, rules and regulations pertaining to fire protection are enforced.
- Supervises and reviews all tentative plans for new developments for water supply mains, hydrants, sprinklers, and related items for compliance with applicable regulations.

- Coordinates Department activities with those of other public and private agencies and CSD departments.
- Inspects personnel, equipment, and quarters to ensure that District standards are attained.
- Reports and makes recommendations to the Fire Commission and Board of Directors for the purchase of new apparatus and other fire equipment; directs the preparation of specifications for new equipment.
- Formulates Department goals and objectives and develops plans for future operation and projected needs of the Department to measure progress toward their achievement.
- Develops and coordinates Department disaster planning with the County master plan.
- Attends meetings of the Marin County Fire Chiefs Association and other professional organizations and agencies as warranted.
- Conducts all plan review's of remodels and new construction
- Knows and understands building construction codes, Uniform Building Code, Uniform Fire Code, and International Wildland Urban Interface Code
- Leads CSD in process of new fire code adoption
- Responds to or has other appropriate personnel respond to reports of Hazardous conditions on private property

Personnel

- Promotes and directs employee development
- Evaluates personnel performance annually or as required.
- Responsible for hiring personnel.
- Responsible for supervising personnel.
- Responsible for disciplining personnel.
- Recommends terminations as warranted to Board of Directors.
- Responsible for administering the volunteer firefighter program.
- Directs the establishment of training programs for paid and volunteer personnel.
- Builds teams and creates an atmosphere conducive to effective team work.
- Manage and maintain eligibility list for new hires.
- Conducts promotional examination processes as needed.

Community:

- Promotes fire safety, life safety, and awareness to the community, local businesses, and schools;
- Meets with the public and deals with various officials and citizens in furthering the public relations work of the department.
- Represents the CSD and Fire Department in relationships with the public, community groups, professional organizations, other District departments, and outside agencies.
- Develops and coordinates Department's disaster planning with the County master plan.
- Oversees planning of community activities sponsored by the Fire Department and CSD.

EXPERIENCE AND EDUCATION AND REQUIREMENTS:

- Five years of professional firefighter experience, experience as shift officer or above.
- Associate's Degree in fire science.
- California Fire Officer Certification , or ability to obtain within 12 months
- Firefighter I Certification
- Emergency Medical Technician I Certification.
- Class "C" driver's license.
- Hazardous Material Operations Certification.
- ICS-300.
- Able to pass DMV check and background check.
- Live within a thirty-mile radius of the District within six months of hire.

Highly Desirable:

- Bachelor's Degree or equivalent in fire science, public administration, management, or related field.
- California Fire Chiefs Certification.
- Strike Team Leader Certification.
- Division/Group Supervisor.
- Hazardous Materials Incident Commander.
- ICS-400.

KNOWLEDGE

- Fire Department administration, operation, and organization.
- Laws, ordinances and codes affecting the work of a fire department.
- Current principles and practices of fire and life safety, fire suppression, and fire prevention.
- Fiscal and budgetary practices.
- Operation and maintenance of fire apparatus and equipment.
- Principles and practices of management and training of fire personnel.
- Pre-hospital emergency medical care.
- Methods of firefighting, fire inspections, and fire prevention.
- Geography, type of building construction, major fire hazards, water supply, fire and building laws, and zoning regulations.

ABILITIES

- Written and oral communication.
- Computer skills.
- Decision making, analysis, and problem solving.
- Leadership.
- Management and control.
- Interpersonal sensitivity.
- Flexibility.
- Planning and organization.
- Adaptation to stress.
- Maintenance of records and reports.
- Establish and maintain effective working relationships with governmental officials, employees, and the public.

Essential Physical Abilities:

1. Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, to enable the employee to communicate effectively.
2. Sufficient vision or other powers of observation, with or without reasonable accommodation, to enable the employee to review a wide variety of materials in electronic or hard copy form.
3. Sufficient manual dexterity, with or without reasonable accommodation, to enable the employee to operate a personal computer, telephone, and other related equipment.
4. Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, to enable the employee to lift, move, or maneuver safely whatever may be necessary to perform successfully the duties of their position.
5. Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, to permit the employee to access easily a variety of locations and efficiently and effectively carry out all physical duties involved in suppression and prevention of fires.
6. Ability to pass an annual department physical and ability to wear a respirator.

SALARY AND BENEFITS

The Marinwood Community Services District offers a competitive benefit package including:

- Range 157 - \$5,768 (Step A) to \$7,362 (Step EE) (\$69,876 - \$88,344 annually)

- PERS 3% @ 50 Retirement Plan.
- Delta Dental
- Vision Service Plan
- Managed Health care plans through PERS
- Deferred compensation plan.
- Vacation accrual: two weeks first five years; 3 weeks after five years; 4 weeks after fifteen years.
- Sick leave accrual: twelve days per year; maximum accumulated sick leave: 130 days.
- Eleven holidays.

1/30/2018

To: Emergency Service Succession Committee

From: Chief Roach

Below is a list of the duties I perform on any given day. It is not all inclusive. I have broken them out into five major categories. The first three categories are most of what I do. The department did not have a Training Officer for a number of years so some of what is listed I used to do or simply did not get done, but with the assignment of Captain Ryan Brackett to the position of Training Officer he now is completing those tasks. Operations of the department are handled primarily by the on duty engine company. On larger incidents, fires, multi vehicle crashes, multi patient incidents, etc., if I am available I respond to help manage the incident. With our history and agreements with San Rafael these incidents also get a Battalion Chief dispatched to manage the incidents as well, as I am not available 24/7. Often times I let the BC Manage the incident if we are both there as these incidents usually have one Marinwood engine responding with three or more San Rafael resources. I hope this lists helps when we meet with other agencies to discuss possible contracts for service or outsourcing of either my position or the department as a whole. I have included the Fire Chief Job Description also.

PERSONNEL

- Hiring
- Promoting
- Discipline
- Demotion
- Termination
- Assign Fire Prevention, Training, and Maintenance Positions
- Shift Assignments
- Personnel Record Management
- Yearly Occupational Injury Report

ADMINISTRATION

- Hydrant Assignments
- Hose Testing Assignments
- Commission Reports
- Board Reports
- Workers Compensation Paperwork
- DMV Smog Program
- DMV License Pull Notice Program
- Automatic and Mutual Aid Agreements
- Marin County Fire Chief's Association
- MERA Governing Board Member
- MERA Executive Board Member
- Shared Services Hour tracking and reimbursement
- Budgeting
- Vacation/Sick/Class time off
- Grant writing
- NFIRS Reporting
- Purchasing/bill paying
- Point of contact for the department

FIRE PREVENTION

- Public Education including but not limited too-Santa Detail, Pancake Breakfast, Raffle Rides to School, YMCA Healthy Kids Day, Silveira Read to Classes Day, Camp Tours, Birthday Tours
- New Construction and remodel Plan check and review
- New Construction and remodel inspections
- Vegetation Management Projects
- Vegetation Management Inspections
- Home Safety Inspections
- CERT
- Get Ready
- Fire Code Adoption
- Fire Investigation

FIRE TRAINING

- Central Marin Training Consortium
- New Hire Probationary Training and Testing
- JAC Program
- Volunteer Responder Testing/Coordinated with BC Greg Stilson
- Promotional Training and Testing
- Acting Engineer Training
- Monthly EMS Training with San Rafael
- Monthly Block Training through CMTC
- EMT Recertification

FIRE OPERATIONS

- Volunteer Firefighter Program
- Incident Management
- Follow up on emergency incidents

Mr. Dreikosen.....

I would like to be appointed to the open position of "District Resident", on the Marinwood Emergency Services Succession Committee.

I have been attending and participating in all the public ESC Committee meetings since they began on October 3, 2017. Understanding most of what has been discussed in the meetings (pensions and OPEB are still perplexing to me), I should have no trouble "catching up" with items that have not been publicly addressed. I have experience, familiarity, and background in most things "Marinwood Community Service District", for over four and one-half years of my active participation at Board and Special meetings. That has given me knowledge of how the District is run, including revenues, expenses, budgets, planning, challenges and various projects/outcomes. I have participated in a majority of Park & Recreation Commission meetings as well.

Showing a particular interest in the Marinwood Fire Department, I began with a project to provide Pet Oxygen Mask Kits for our fire trucks in 2011. (I also outfitted the San Rafael Fire Department trucks with Pet Oxygen Mask Kits in 2016.) I have attended Marinwood's Fire Commission meetings for over four years and understand many of the Fire Department's processes and challenges. I have donated several types of safety equipment (such as multi-purpose devices, fire fighter turnouts and a carbon monoxide/hydrogen cyanide (killer gas) detector, etc.) to improve safety and increase efficiency. I have also spent time walking door to door, passing out hundreds of open space fire safety flyers to Marinwood, Upper Lucas Valley, and Lucas Valley Estates homes bordering open space land, in support of the MWD FD.

In 2014, a new Marin County parcel tax was needed for the Generation II Public Safety Emergency Communications System (MERA). I spent a good part of 2014 attending and participating on a Committee with Marin County Safety Agency representatives, (including Fire Chief Tom Roach), assisting with planning the campaign, fundraising, promoting awareness and the importance of MERA. This County parcel tax successfully passed by approximately 405 votes.

For over two years I have been attending San Rafael Fire Commission meetings and am also familiar with the Shared Services Agreement that Marinwood has with the San Rafael Fire Department. This knowledge will be invaluable, when we discuss benefits received from any type of agreement that Marinwood may consider with either Novato, the County or San Rafael (if that is the way the ESS Committee decides to go). A sub-committee in this area would be ideal for me.

I have been a resident of Marinwood for over forty three years. My thirty five plus professional years as a computer programmer/analyst in the fields of banking, insurance, and financial applications has honed my research and analysis skills (an important requirement for an ESS Committee member). I love doing research, enjoy learning about and discussing issues with others, and have a good eye for detail and problem solving.

Being very passionate about helping people and animals, I have volunteered at a Terra Linda nursing home for 35+ years, visiting many residents who have no family or friends. Also very rewarding to me is helping in the rescue of cats and kittens over the last 40+ years, raising ferals and adopting the unadoptable. In the last six years I have adopted two badly abused and fearful dogs who had been languishing in foster homes, without much hope of adoption. Volunteering at Miller Creek Middle School for several years, I assisted in math classes and also helped three Hispanic students outside of class, with their studies and homework. I have always believed in volunteering, especially in areas where my skills match the needs.

For months the ESS Committee has been seeking a Marinwood Resident to join its team. I would like to be that person and become more involved. I believe that my work and life experiences, my compassion, my volunteerism, my ethics, and my knowledge of the Marinwood CSD will be a good fit for being a much-needed District Resident member of the Marinwood Emergency Services Succession Committee. Thank you.

Linda Barnello 355 Pinewood Drive, San Rafael, Ca. 94903 415-472-4947

Please acknowledge receipt of this email and please advise me "to whom" you have passed on this email. Thanks!