

Agenda for the Regular Meeting of the Marinwood CSD Board of Directors

Tuesday – August 11, 2026 – 6:00 PM

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

Instructions on how to make a public comment during the meeting: At points in the meeting when the meeting chair requests public comment, members of the public shall indicate their desire to speak. All public comments shall be addressed to the Board of Directors and limited to three minutes per speaker. The Board of Directors may choose to respond to comments or request staff to respond at the conclusion of the public comment period.

	Item Description:	Board Action
A.	CALL TO ORDER	
B.	AGENDA	Adopt
C.	PUBLIC COMMENT ON CLOSED SESSION ITEMS ONLY	
D.	CLOSED SESSION <i>Conference with Labor Negotiators Section 54957.6 Agency designated representatives: Eric Dreikosen. Represented Employees: Marinwood Professional Firefighters</i>	
E.	OPEN SESSION: <i>(Open Session will begin no earlier than 7:00PM)</i>	
F.	CONSENT CALENDAR a. Draft Minutes of Regular Meeting of July 14, 2026 b. Bills Paid Nos. 10395-10536	Approve
G.	PUBLIC COMMENT OPEN TIME FOR ITEMS NOT ON AGENDA <i>Speakers may comment only on non-agenda items within the subject matter jurisdiction of the District. The Board 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 staff or Board at the conclusion of the public comment period. The President may refer the matter to staff or to a future meeting agenda.</i>	
H.	DISTRICT MATTERS	
	1. Marin County Grand Jury Report: "Better Service at Lower Cost — Optimizing Essential Services for the Future of Marin" Discuss and Approve Responses and Authorize District Manager to Submit Response on Behalf of Marinwood CSD	Approve
	2. District Manager Report	Review
I.	FIRE DEPARTMENT MATTERS	
	1. Draft Minutes of Fire Commission Meeting of August 4, 2026	Review
	2. Chief Officer Report and Activity Summary	Review
J.	PARK AND RECREATION MATTERS	
	1. Draft Minutes of Park & Recreation Commission Meeting of July 28, 2026	Review
	2. Marinwood Community Pool & Wading Pool Replaster and Renovation Project: Accept Lowest Qualified Bid Proposal Received in Response to District Issued Request for Proposals and Authorize Staff to Enter into Contract with Selected Vendor	Approve
	3. Recreation and Park Maintenance Activity Reports	Review
K.	BOARD MEMBER ITEMS OF INTEREST - REQUESTS FOR FUTURE AGENDA ITEMS	
L.	ADJOURN	
	DATE OF NEXT REGULAR BOARD MEETING – September 8, 2026	

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

Draft Minutes of Board of Directors Meeting

Tuesday – July 14, 2026 – 6:30pm

Time and Place: 6:30PM Marinwood Community Center classroom.

Note: *This meeting as well as prior meetings of the Board of Directors may be viewed on the Marinwood YouTube channel here:* <https://www.youtube.com/channel/UC0dvM2PvtsEzE25eRAf4Jmg>

Present:

Board Members: Board President Chris Case, Kathleen Kilkenny, Sivan Oyserman, Lisa Ruggeri, Bill Shea.

Staff: District Manager Eric Dreikosen, Rec Director Luke Fretwell, Accounting & Payroll Manager Tiffany Combrink.

A. Call to Order

Board President Case called the meeting to order at 6:30pm

B. Agenda

President Case adopted the agenda as presented.

C. Public Comment on Closed Session Items Only

No public comments received

D. Closed Session

Conference with Labor Negotiators Section 54957.6 Agency designated representatives: Eric Dreikosen.

Represented Employees: Marinwood Professional Firefighters

Convened at 6:33pm and adjourned at 7:03pm with no reportable action taken.

E. Open Session

Board President Case called the Open Session to order at 7:06pm

F. Consent Calendar

1. *Draft Minutes of Regular Meeting of June 9, 2026*

2. *Bills Paid Nos. 10289 – 10394*

Ruggeri to approve/Shea to second “consent calendar as presented.”

All in favor. Motion carried unanimously.

G. Public Comment Open Time for Items Not on Agenda

No public comments received

H. District Matters

1. *District Manager Report*

Board received District Manager Report

I. Fire Department Matters:

1. *Chief Officer Report and Activity Summary*

Board received Chief Officer Report and Activity Summary

J. Park and Recreation Matters:

1. *Recreation and Park Maintenance Activity Reports*

Board received Recreation and Park Maintenance Activity Reports

K. Board Member Items of Interest – Request for Future Agenda Items

None received

L. Adjourn

Meeting adjourned at 7:51pm

Tiffany Combrink, Secretary

**MARINWOOD COMMUNITY SERVICES DISTRICT
REQUEST FOR PAYMENT OF CLAIMS**

Treasury Fund 8067

Classes:
Street lights
Fire
Recreation
Park

Approved by the Board of Directors on August 11, 2026

NO.	DATE	VENDOR	TOTAL CLAIM	PURPOSE	Class	GL Account	Job	AMOUNT
10395	7/1/2026	Alex Jespersen-Wheat	1,051.00	refund summer camp	Rec	4631920	Summer	861.00
				refund aquatics	Rec	4631917	Aquatics	190.00
10396	7/1/2026	Julie Terkaly	136.00	refund aquatics	Rec	4631917	Aquatics	136.00
10397	7/1/2026	Airgas	565.37	pool chems	Rec	5220710	Pool	565.37
10398	7/1/2026	Bay Area Jump	1,577.70	camp entertainment	Rec	5220819	Summer	1,577.70
10399	7/1/2026	C.A.P.F.	147.50	LTD July	Fire	5130120	General	147.50
10400	7/1/2026	Comcast	213.65	cable - July	Fire	5210725	General	213.65
10401	7/1/2026	Comcast	184.16	internet - July	Rec	5210725	General	92.08
					Fire	5210725	General	92.08
10402	7/1/2026	County of Marin	3,989.08	LAFCO - FY26/27	Park	5211610	General	997.27
					Rec	5211610	General	997.27
					Fire	5211610	General	1,994.54
10403	7/1/2026	DC Electric Group	332.00	SL maintenance - May	Streetlights	5210915	General	332.00
10404	7/1/2026	Marin General Services Auth	500.00	FY26/27 annual fees	Streetlights	5211610	General	500.00
10405	7/1/2026	Marinwood Market	9,562.01	camp lunches	Rec	5220819	Summer	9,562.01
10406	7/1/2026	Pest Plus	259.00	pest control	Fire	5220310	General	90.00
					Rec	5220310	General	169.00
10407	7/1/2026	PG&E	1,722.30	streetlights - May	Streetlights	5210825	General	1,722.30
10408	7/1/2026	Pitney Bowes	268.16	postage meter lease Q4	Rec	5220110	General	160.90
					Park	5220110	General	53.63
					Fire	5220110	General	53.63
10409	7/1/2026	Ricky Roo & Friends	849.00	camp entertainment	Rec	5220819	Summer	849.00
10410	7/1/2026	SDRMA	201.50	life ins - July	Fire	5130120	General	17.48
					Park	5130120	General	86.52
					Rec	5130120	General	97.50
10411	7/1/2026	SDRMA	110,703.56	P/L & Auto FY26/27	Fire	5210525	General	39,662.02
					Rec	5210525	General	34,767.83
					Park	5210525	General	36,273.71
10412	7/1/2026	SDRMA	190,815.95	WC FY26/27	Fire	5140115	General	117,351.81
					Park	5140115	General	33,011.16
					Rec	5140115	General	40,452.98
10413	7/1/2026	T-Mobile	156.03	cell phones - June	Fire	5210725	General	156.03
10414	7/1/2026	VSP	347.52	vision - July	Fire	5130120	General	182.45
					Park	5130120	General	91.23
					Rec	5130120	General	73.84
10415	7/1/2026	Marinwood CSD	57,243.16	Health - July	Park	5130120	General	13,656.14
					Rec	5130120	General	11,173.28
					Fire	5130120	General	32,413.74
10416	7/6/2026	Jonathan Mojeske	1,800.00	MIP band 07/10/26	Rec	5220819	Community	1,800.00
10417	7/6/2026	Mike Schulist	750.00	Jazz Combo Camp	Rec	5210146	Summer	750.00
10418	7/6/2026	Kids Choice Camps	1,008.00	Dungeons & Dragons	Rec	5210146	Summer	1,008.00
10419	7/6/2026	Incredifix	2,450.00	Video Game camp	Rec	5210146	Summer	2,450.00
10420	7/6/2026	National Academy of Athletic	1,968.00	Pickleball camp	Rec	5210146	Summer	1,968.00
10421	7/6/2026	Chrissy Costello	944.00	Zumba	Rec	5210146	Adult	944.00
10422	7/6/2026	Marinwood CSD	608,234.00	FY26/27 Pension UAL	Park	5130510	General	56,989.00
					Rec	5130510	General	72,531.00
					Fire	5130510	General	478,714.00
10423	7/6/2026	Alliance Redwoods Conferer	1,256.00	overnight camp	Rec	5220819	Summer	1,256.00
10424	7/8/2026	Marinwood CSD	230,514.16	Fire salaries	Fire	5110110	General	27,870.08
				Fire OT	Fire	5120110	General	13,467.72
				Acting Pay	Fire	5110310	General	1,258.56
				Holiday Pay	Fire	5110313	General	2,986.08
				Admin Asst	Fire	5110110	Admin	1,167.04
				Admin Mgr	Fire	5110110	Admin	3,086.80
				Admin Asst	Rec	5110110	Admin	1,167.04
				Admin Asst	Park	5110110	Admin	583.52
				Admin Mgr	Rec	5110110	Admin	1,543.40
				Admin Mgr	Park	5110110	Admin	1,543.40
				Rec Dir	Rec	5110110	General	3,312.40
				Rec Dir	Park	5110110	General	1,419.60
				Rec salary	Rec	5110110	General	9,686.40
				Park salary	Park	5110110	General	8,756.80
				Park hourly	Park	5110210	General	80.00
				Building attendants	Park	5110210	General	270.40
				Pool staff	Rec	5110210	Pool	27,432.28
				Aquatics	Rec	5110210	Aquatics	13,117.43
				Summer	Rec	5110210	Summer	101,475.63
				Community	Rec	5110210	Community	178.50
				PR billing fees	Fire	5210230	General	85.00
				PR billing fees	Rec	5210230	General	1,291.50
				PR billing fees	Park	5210230	General	68.50
				SS + Medicare	Fire	5140140	General	3,469.85
				SS + Medicare	Rec	5140140	General	9,761.12
				SS + Medicare	Park	5140140	General	3,610.28
				EDU + SUI	Rec	5140145	General	2,568.72

NO.	DATE	VENDOR	TOTAL CLAIM	PURPOSE	Class	GL Account	Job	AMOUNT
				EDU + SUI	Park	5140145	General	950.08
				Benefits withholding	Park	2120066	General	-1,558.38
				Benefits withholding	Rec	2120066	General	-3,588.87
				Benefits withholding	Fire	2120066	General	-6,546.72
10425	7/8/2026	Sarah Swasey	245.50	refund summer camp	Rec	4631920	Summer	245.50
10426	7/8/2026	Silbermann's Ice Cream	1,035.00	ice cream	Rec	5220826	Pool	1,035.00
10427	7/13/2026	Marinwood CSD	15,433.35	Retire 07/10/2026	Park	5130510	General	2,248.38
					Rec	5130510	General	2,519.78
					Fire	5130510	General	10,665.19
10428	7/13/2026	Alex Jespersen-Wheat	441.00	refund summer camp	Rec	4631920	Summer	441.00
10429	7/13/2026	Alexandra Hsiao	19.00	refund pool rental	Rec	4410215	Pool	19.00
10430	7/13/2026	Aneta Lemler	653.00	refund summer camp	Rec	4631920	Summer	568.00
				refund aquatics	Rec	4631917	Aquatics	85.00
10431	7/13/2026	Claire Hunsaker	1,415.00	refund summer camp	Rec	4631920	Summer	1,020.00
				refund aquatics	Rec	4631917	Aquatics	255.00
				refund tennis	Rec	4631915	Tennis	140.00
10432	7/13/2026	Marina Carlow	378.00	refund summer camp	Rec	4631920	Summer	378.00
10433	7/13/2026	Olivia Verzosa	110.20	mileage reimbursement	Rec	5211440	Summer	110.20
10434	7/13/2026	Robyn Bruton	158.08	summer supplies	Rec	5220819	Summer	158.08
10435	7/13/2026	Jerry Mehcz	2,928.00	Tennis	Rec	5210146	Tennis	2,928.00
10436	7/13/2026	Kids Choice Camps	1,404.20	Dungeons & Dragons	Rec	5210146	Summer	1,404.20
10437	7/13/2026	National Academy of Athletic	2,058.00	All Sorts of Sports Camp	Rec	5210146	Summer	2,058.00
10438	7/13/2026	Allstar Fire Equipment	1,342.30	wildland hose	Fire	5220210	General	1,342.30
10439	7/13/2026	DMV renewal	10.00	CERT trailer	Fire	5210910	General	10.00
10440	7/13/2026	Integrity Construction Mainte	1,755.00	janitorial - July	Rec	5211110	Building	1,755.00
10441	7/13/2026	Kona Ice	2,195.14	camp entertainment	Rec	5220819	Summer	2,195.14
10442	7/13/2026	Kyocera	1,061.84	overprint charges	Park	5220130	General	106.18
					Rec	5220130	General	690.20
					Fire	5220130	General	265.46
10443	7/13/2026	Marin County Fire Chiefs As	2,590.00	Annual fees	Fire	5211330	General	935.00
					Fire	5211610	General	1,655.00
10444	7/13/2026	Marin Emergency Radio Autl	31,544.00	MERA FY26/27	Park	5210920	General	3,154.00
					Fire	5210920	General	28,390.00
10445	7/13/2026	Marin Prof Firefighters	1,246.00	dues - July	Fire	5211330	General	1,246.00
10446	7/13/2026	Marinwood Market	9,204.36	camp lunches	Rec	5220819	Summer	4,430.66
					Rec	5220819	Summer	4,773.70
10447	7/13/2026	PG&E	1,216.89	gas - June	Rec	5210810	General	1,188.72
					Fire	5210810	General	28.17
10448	7/13/2026	Pitney Bowes	120.66	postage meter supplies	Rec	5220110	General	120.66
10449	7/13/2026	Project A	40.00	email hosting	Rec	5220110	General	20.00
					Fire	5220110	General	20.00
10450	7/13/2026	SolEd Solar Holdings	2,535.69	solar - June	Rec	5210810	General	1,835.79
					Fire	5210810	General	699.90
10451	7/13/2026	State of CA - Industrial Relat	781.25	pool inspection - green slide	Rec	5211610	Pool	366.25
				pool inspection - blue slide	Rec	5211610	Pool	415.00
10452	7/13/2026	United Coach Tours	23,448.00	2026 summer field trips	Rec	5220819	Summer	23,448.00
10453	7/13/2026	Wells Fargo	661.70	copier lease - July	Rec	5220130	General	430.11
					Fire	5220130	General	132.34
					Fire	5220130	General	99.25
10454	7/13/2026	John Rosenthal	52.20	mileage reimbursement	Rec	5211440	Summer	52.20
10455	7/16/2026	Kathryn Hogarth	190.00	refund aquatics	Rec	4631917	Aquatics	190.00
10456	7/16/2026	Capital One Public Funding	73,655.49	maint. facility loan payment	Park	5211710	General	64,111.01
					Park	5211715	General	9,544.48
10457	7/16/2026	Delta Dental	1,903.20	Dental - July	Fire	5130120	General	937.67
					Park	5130120	General	550.15
					Rec	5130120	General	415.38
10458	7/16/2026	K&B Motorsports	1,081.53	replace flip up windshield	Park	5210910	General	1,081.53
10459	7/20/2026	Sadie Darsie	378.00	refund summer camp	Rec	4631920	Summer	378.00
10460	7/20/2026	Maria Rey	120.00	refund summer camp	Rec	4631920	Summer	120.00
10461	7/20/2026	Jerry Mehcz	2,976.00	Tennis	Rec	5210146	Tennis	2,976.00
10462	7/20/2026	Kidscontent	2,499.00	Tinker Tech Robotics Camp	Rec	5210146	Summer	2,499.00
10463	7/20/2026	National Academy of Athletic	2,744.80	Flag Football Camp	Rec	5210146	Summer	2,744.80
10464	7/20/2026	CalPERS	8,333.00	CERBT July 2026	Park	5130130	General	1,500.00
					Rec	5130130	General	833.00
					Fire	5130130	General	6,000.00
10465	7/20/2026	City of Foster City	4,078.00	Annual Cal Opps fee	Park	5210122	General	815.60
					Rec	5210122	General	1,631.20
					Fire	5210122	General	1,631.20
10466	7/20/2026	City of San Rafael	6,966.53	E58 repair	Fire	5210910	General	6,966.53
10467	7/20/2026	City of San Rafael	45,363.91	D-space home evaluations	MWPA	5820100	General	45,363.91
10468	7/20/2026	City of San Rafael	172,827.81	Q3/Q4 Chief Officer	Fire	5210146	General	59,230.85
				Q3/Q4 SSA OT	Fire	5120110	General	113,596.96
10469	7/20/2026	HMW International	389.56	repair pool pump controller	Rec	5220215	Pool	389.56
10470	7/20/2026	Home Depot	381.00	stacking chairs	Rec	5220810	Pool	199.84
				hoses / hose hangers	Rec	5220310	General	181.16
10471	7/20/2026	Liebert Cassidy Whitmore	1,278.50	legal services	Fire	5210131	General	1,278.50
10472	7/20/2026	Marin Water	10,576.92	Water - May/Jun	Fire	5210835	General	675.00
					Rec	5210835	General	2,752.48
					Park	5210835	General	7,149.44
10473	7/20/2026	Marin Resource Recovery	712.00	debris dump	Park	5210815	General	712.00

NO.	DATE	VENDOR	TOTAL CLAIM	PURPOSE	Class	GL Account	Job	AMOUNT
10474	7/20/2026	Marinwood CSD	54,261.47	Health - Aug	Park	5130120	General	13,671.22
					Rec	5130120	General	11,185.62
					Fire	5130120	General	29,404.63
10475	7/20/2026	Marinwood Market	4,960.17	MIP 6/26, 7/10	Rec	5220819	Community	463.00
				camp lunches	Rec	5220819	Summer	4,497.17
10476	7/20/2026	PG&E	1,841.39	electric - June	Rec	5210810	General	1,499.61
					Fire	5210810	General	109.74
					Park	5210810	General	232.04
10477	7/20/2026	Sean Silverman	1,500.00	Summer brewfest band	Rec	5220819	Community	1,500.00
10478	7/20/2026	Silbermann's Ice Cream	970.00	ice cream	Rec	5220826	Pool	970.00
10479	7/22/2026	Marinwood CSD	247,107.07	Fire salaries	Fire	5110110	General	27,870.08
				Fire OT	Fire	5120110	General	15,305.76
				FLSA	Fire	5110319	General	1,258.86
				Acting Pay	Fire	5110310	General	319.20
				Admin Asst	Fire	5110110	Admin	1,242.88
				Admin Mgr	Fire	5110110	Admin	3,086.80
				Admin Asst	Rec	5110110	Admin	1,242.88
				Admin Asst	Park	5110110	Admin	621.44
				Admin Mgr	Rec	5110110	Admin	1,543.40
				Admin Mgr	Park	5110110	Admin	1,543.40
				Rec Dir	Rec	5110110	General	3,528.00
				Rec Dir	Park	5110110	General	1,512.00
				Rec salary	Rec	5110110	General	10,316.80
				Park salary	Park	5110110	General	9,150.40
				Park hourly	Park	5110210	General	40.00
				Building attendants	Park	5110210	General	270.40
				Pool staff	Rec	5110210	Pool	28,955.93
				Aquatics	Rec	5110210	Aquatics	14,853.01
				Summer	Rec	5110210	Summer	112,340.81
				Community	Rec	5110210	Community	262.00
				PR fees	Fire	5210230	General	283.00
				PR fees	Rec	5210230	General	1,543.50
				PR fees	Park	5210230	General	68.50
				SS + Medicare	Fire	5140140	General	3,406.46
				SS + Medicare	Rec	5140140	General	10,637.45
				SS + Medicare	Park	5140140	General	3,934.40
				EDU + SUI	Rec	5140145	General	2,756.28
				EDU + SUI	Park	5140145	General	1,019.44
				Benefits withholding	Park	2120066	General	-1,596.23
				Benefits withholding	Rec	2120066	General	-3,657.18
				Benefits withholding	Fire	2120066	General	-6,552.60
10480	7/22/2026	Marinwood CSD	14,851.19	Retire 07/24/2026	Park	5130510	General	2,339.70
					Rec	5130510	General	2,668.50
					Fire	5130510	General	9,842.99
10481	7/23/2026	US Bank Corporate Pmt Svc	32,659.86	zoom sub, mtg pkg	Fire	5211325	General	34.24
				marin IJ	Fire	5220110	General	17.31
				engine cleaning supplies	Fire	5220210	General	125.75
				gatorade	Fire	5220810	General	56.35
				zoom sub	Park	5211325	General	15.99
				marin IJ	Park	5220110	General	17.31
				yellow jacket traps, sprinkler	Park	5220310	General	415.01
				earplugs	Park	5220810	General	8.65
				CPR class	Rec	5220819	Adult	528.00
				swim lesson signs, GIT supp	Rec	5220819	Aquatics	783.20
				fingerprinting	Rec	5210128	General	1,704.00
				zoom sub	Rec	5211325	General	47.99
				office supplies, email svcs, c	Rec	5220110	General	906.75
				lightbulbs	Rec	5220310	General	61.68
				gloves	Rec	5220810	General	134.35
				storage bins, batteries, musi	Rec	5220819	General	6,467.21
				staff recerts, training meal	Rec	5211315	Pool	508.77
				pool vacuum, tot pool cover	Rec	5220215	Pool	426.00
				disinfectant wipes, umbrella	Rec	5220819	Pool	1,799.90
				straw hats for lifeguards	Rec	5220825	Pool	70.31
				vending supplies	Rec	5220826	Pool	3,911.63
				camp trifolds	Rec	5210122	Summer	176.98
				staff lunch, CPR certs	Rec	5211315	Summer	4,431.73
				staff lunch	Rec	5211325	Summer	103.29
				summer camp supplies	Rec	5220819	Summer	9,907.46
10482	7/23/2026	John Rosenthal	49.91	mileage reimbursement	Rec	5211440	Summer	49.91
10483	7/23/2026	Angelica Poliseri	116.07	mileage reimbursement	Rec	5211440	Summer	116.07
10484	7/23/2026	Alexa Hansen	19.76	mileage reimbursement	Rec	5211440	Summer	19.76
10485	7/23/2026	Jessica McClain	568.00	refund summer camp	Rec	4631920	Summer	568.00
10486	7/23/2026	Jerry Mehcz	2,940.00	Tennis	Rec	5210146	Tennis	2,940.00
10487	7/23/2026	Kidscontent	2,000.00	TinkerTech Robotic Enginee	Rec	5210146	Summer	2,000.00
10488	7/23/2026	Kids Choice Camps	826.00	Dungeons & Dragons	Rec	5210146	Summer	826.00
10489	7/23/2026	National Academy of Athletic	3,449.60	Basketball camp	Rec	5210146	Summer	3,449.60
10490	7/27/2026	Jessica Ferraioli	165.00	refund tennis	Rec	4631915	Tennis	165.00
10491	7/27/2026	Katie Sumerwell	340.00	refund summer camp	Rec	4631920	Summer	340.00
10492	7/27/2026	Nicole Hricak	340.00	refund summer camp	Rec	4631920	Summer	340.00

NO.	DATE	VENDOR	TOTAL CLAIM	PURPOSE	Class	GL Account	Job	AMOUNT
10493	7/27/2026	Sean Shannon	340.00	refund summer camp	Rec	4631920	Summer	340.00
10494	7/27/2026	Zachary Talbott	284.00	refund summer camp	Rec	4631920	Summer	284.00
10495	7/27/2026	AFLAC	58.92	life ins - July	Park	5130120	General	58.92
10496	7/27/2026	AFLAC	711.78	life/disability - July	Fire	5130120	General	711.78
10497	7/27/2026	AT&T	371.08	Phones - June	Fire	5210725	General	171.20
					Park	5210725	General	32.18
					Rec	5210725	General	167.70
10498	7/27/2026	AT&T	96.30	park internet - July	Park	5210725	General	96.30
10499	7/27/2026	Bay Area Jump	2,457.61	camp entertainment	Rec	5220819	Summer	2,457.61
10500	7/27/2026	Cal West	561.72	saw, stump grinder	Park	5211220	General	561.72
10501	7/27/2026	C.A.P.F.	147.50	LTD - Aug	Fire	5130120	General	147.50
10502	7/27/2026	Comcast	213.65	cable - Aug	Fire	5210725	General	213.65
10503	7/27/2026	Comcast	184.16	internet - Aug	Rec	5210725	General	92.08
					Fire	5210725	General	92.08
10504	7/27/2026	DC Electric Group	332.00	SL maintenance - June	Streetlights	5210915	General	332.00
10505	7/27/2026	Delta Dental	1,903.20	Dental - Aug	Fire	5130120	General	937.67
					Park	5130120	General	550.15
					Rec	5130120	General	415.38
10506	7/27/2026	Emergency Equipment Man	907.97	Brackett / shirt/pants/patch/e	Fire	5220825	General	907.97
10507	7/27/2026	Jorge's Tree Service	4,500.00	tree maintenance	Park	5211528	General	1,500.00
				wildfire prevention	MWPA	5820100	General	3,000.00
10508	7/27/2026	Landesign	3,461.00	landscape contractor - July	Park	5211125	General	3,461.00
10509	7/27/2026	Marin Landscape Materials	332.12	materials	Park	5220310	General	332.12
10510	7/27/2026	Marin Sanitary Service	3,605.91	garbage - June	Park	5210815	General	2,524.14
					Rec	5210815	General	721.18
					Fire	5210815	General	360.59
10511	7/27/2026	Marinwood Market	4,749.89	camp lunches	Rec	5220819	Summer	4,749.89
10512	7/27/2026	Mill Valley Refuse Service	1,154.32	porta potty	Park	5211220	General	1,154.32
10513	7/27/2026	Nationwide Retirement Solut	5,618.00	Deferred comp - July	Rec	5130120	General	3,978.00
					Fire	5130120	General	1,640.00
10514	7/28/2026	AstroJump	1,099.00	camp entertainment	Rec	5220819	Summer	1,099.00
10515	7/28/2026	Robyn Bruton	42.04	camp supplies	Rec	5220819	Summer	42.04
10516	7/28/2026	Pest Plus	259.00	pest control	Fire	5220310	General	90.00
					Rec	5220310	General	169.00
10517	7/28/2026	PG&E	1,736.95	SL maintenance - July	Streetlights	5210825	General	1,736.95
10518	7/28/2026	Wine Country Zoological	1,650.00	camp entertainment	Rec	5220819	Summer	1,650.00
10519	7/28/2026	Scandia Family Fun Center	4,740.00	camp field trip	Rec	5220819	Summer	4,740.00
10520	7/28/2026	SiteOne Landscape Supply	18.11	irrigation maintenance	Park	522031	General	18.11
10521	7/28/2026	SDRMA	309.48	life ins - Aug	Fire	5130120	General	77.95
					Park	5130120	General	86.52
					Rec	5130120	General	97.51
				overnight add'l insured	Rec	5210525	Summer	47.50
10522	7/28/2026	State of CA - Dept of Justice	480.00	fingerprinting	Rec	5210128	Pool	224.00
					Rec	5210128	General	256.00
10523	7/28/2026	T-Mobile	156.04	cell phones - July	Fire	5210725	General	156.04
10524	7/28/2026	US Postmaster	390.00	renew bulk mail permit	Rec	5220110	General	390.00
10525	7/28/2026	VSP	347.52	vision - Aug	Fire	5130120	General	182.45
					Park	5130120	General	91.23
					Rec	5130120	General	73.84
10526	7/28/2026	Jessica Nolan	604.80	refund summer camp	Rec	4631920	Summer	604.80
10527	7/28/2026	DKG Dave Garoutte	1,050.00	stage for MIP/brewfest	Rec	5220819	Community	1,050.00
10528	7/30/2026	Anne Sjhsam	120.00	refund summer camp	Rec	4631920	Summer	120.00
10529	7/30/2026	Airgas USA	484.48	pool chems	Rec	5220710	Pool	484.48
10530	7/30/2026	County of Marin	341.72	park fuel - June	Park	5220610	General	341.72
10531	7/30/2026	Hagel Services	829.02	janitorial supplies	Rec	5220827	Building	829.02
10532	7/30/2026	Jungle James Animal Adven	575.00	camp entertainment	Rec	5220819	Summer	575.00
10533	7/30/2026	Marin County Sheriff's Office	30.00	fingerprinting	Rec	5210128	Summer	30.00
10534	7/30/2026	Nice N Up Productions	2,000.00	MIP band 08/07	Rec	5220819	Community	2,000.00
10535	7/30/2026	Project A	40.00	email hosting	Rec	5220110	General	20.00
					Fire	5220110	General	20.00
10536	7/30/2026	Silbermann's Ice Cream	990.00	ice cream	Rec	5220826	Pool	990.00
TOTAL:			2,091,537.20					2,091,537.20

Total by Department:

Streetlights	4,623.25
Fire Department	1,045,258.99
Recreation Department	701,363.32
Park Department	291,927.73
Measure A	0.00
MWPA	48,363.91
Capital	0.00
Unclassified	0.00



Staff Report

To: Board of Directors
From: Eric Dreikosen, District Manager
Date: August 11, 2026
Re: Response to Grand Jury Report: "Better Service at Lower Cost"

Directors,

Please see the included and recently issued Marin County Civil Grand Jury Report '*Better Service at Lower Cost – Optimizing Essential Services for the Future of Marin.*' Please also see the draft response proposed by staff for the Board's consideration. A stand-alone copy of the report can also be found on the Marin County Civil Grand Jury website here:

<https://www.marincounty.gov/departments/grand-jury/civil-grand-jury-reports/2025-2026-civil-grand-jury-reports/better-service-lower-cost-optimizing-essential-services-future-marin>

The District is required to respond to the Grand Jury Report per Penal Code section 933, which states in part:

No later than 90 days after the Grand Jury submits a final report ... the governing body of the public agency shall comment to the presiding Judge of the Superior Court on the findings and recommendations contained in the report.

The District has been requested to respond to all findings and recommendations. The Board of Directors must consider and approve the District's formal response in open session which then needs to be submitted to the required parties by September 11, 2026.

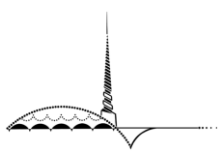
Penal Code 933.05(a) provides for only two (2) acceptable responses to findings:

1. The respondent agrees with the finding.
2. The respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.

Penal Code 933.05(b) provides for only four (4) acceptable responses to recommendations:

1. The recommendation has been implemented, with a summary regarding the implemented action.
2. The recommendation has not yet been implemented, but will be implemented in the future, with a timeframe for implementation.
3. The recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of publication of the grand jury report.
4. The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.

Staff Recommendation: Approve response as presented and authorize the District Manager to submit the response as required on behalf of the District to the Presiding Judge and Grand Jury Foreperson.



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.

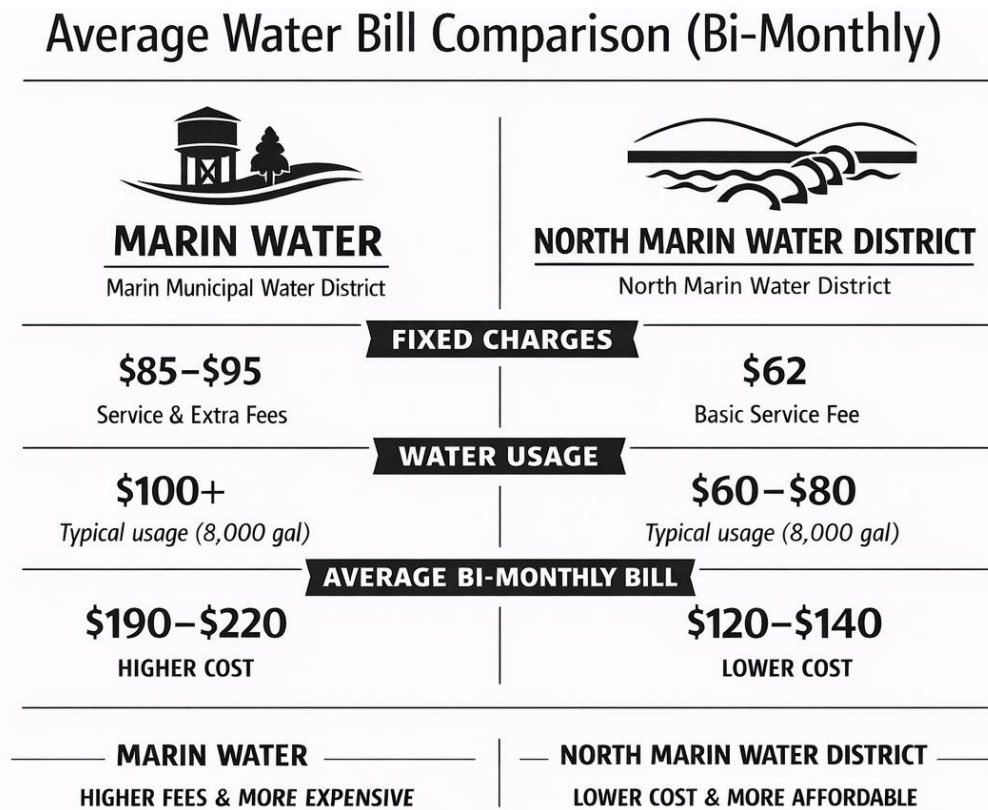
Graphic 1: Annual Sewer Service Charges — [Novato Sanitary District Final Budget 2025–2026](https://novatosan.com/doc/10320/)³

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.

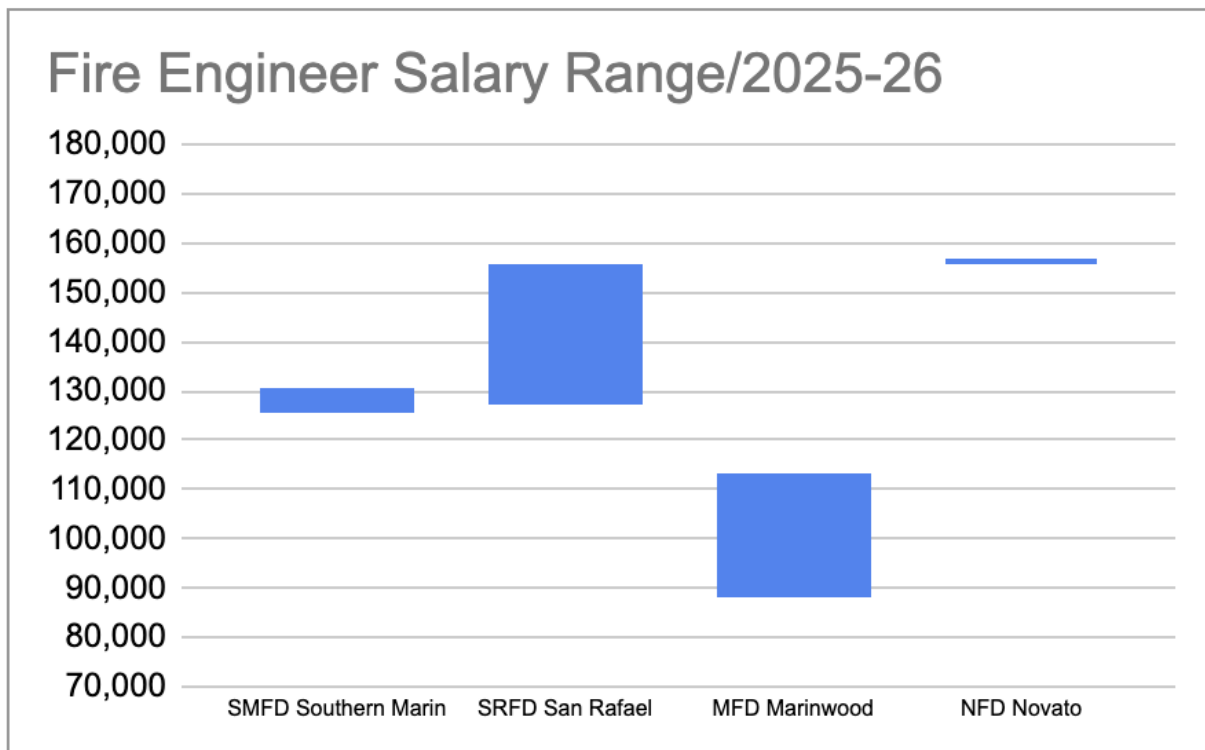
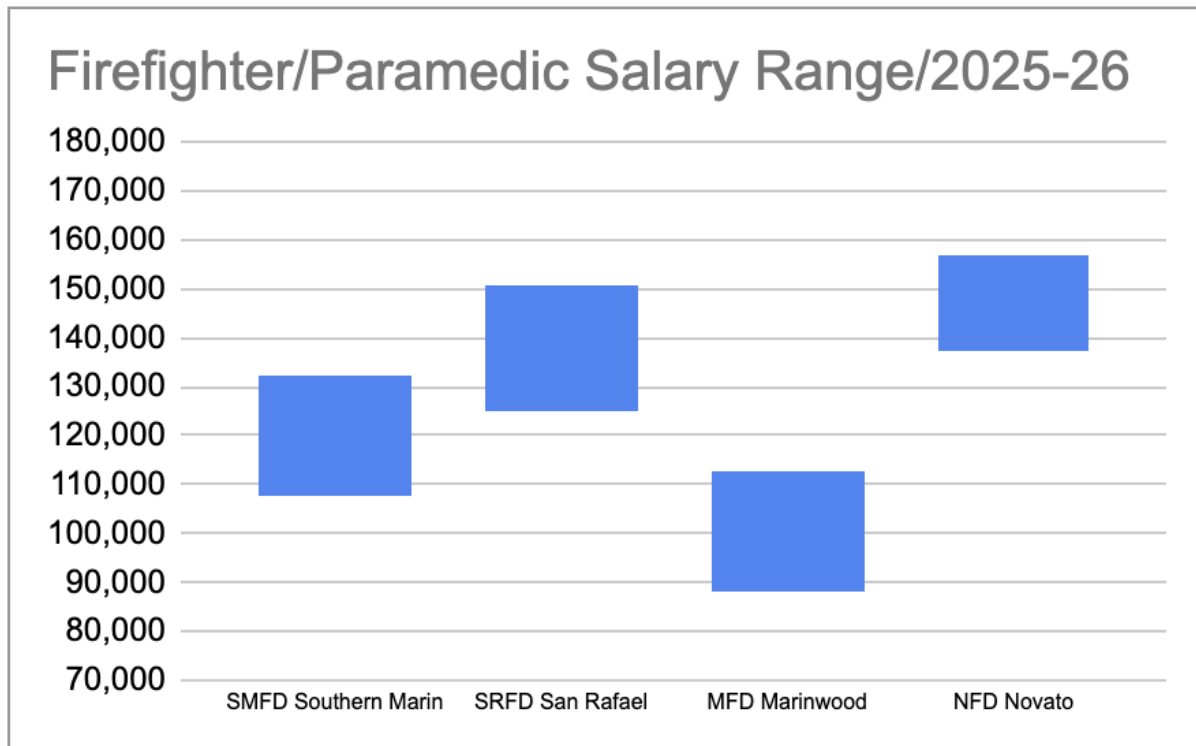
Reports issued by the Civil Grand Jury do not identify individuals interviewed. Penal Code section 929 requires that reports of the Grand Jury *not* contain the name of any person or facts leading to the identity of any person who provides information to the Civil Grand Jury. The California State Legislature 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.

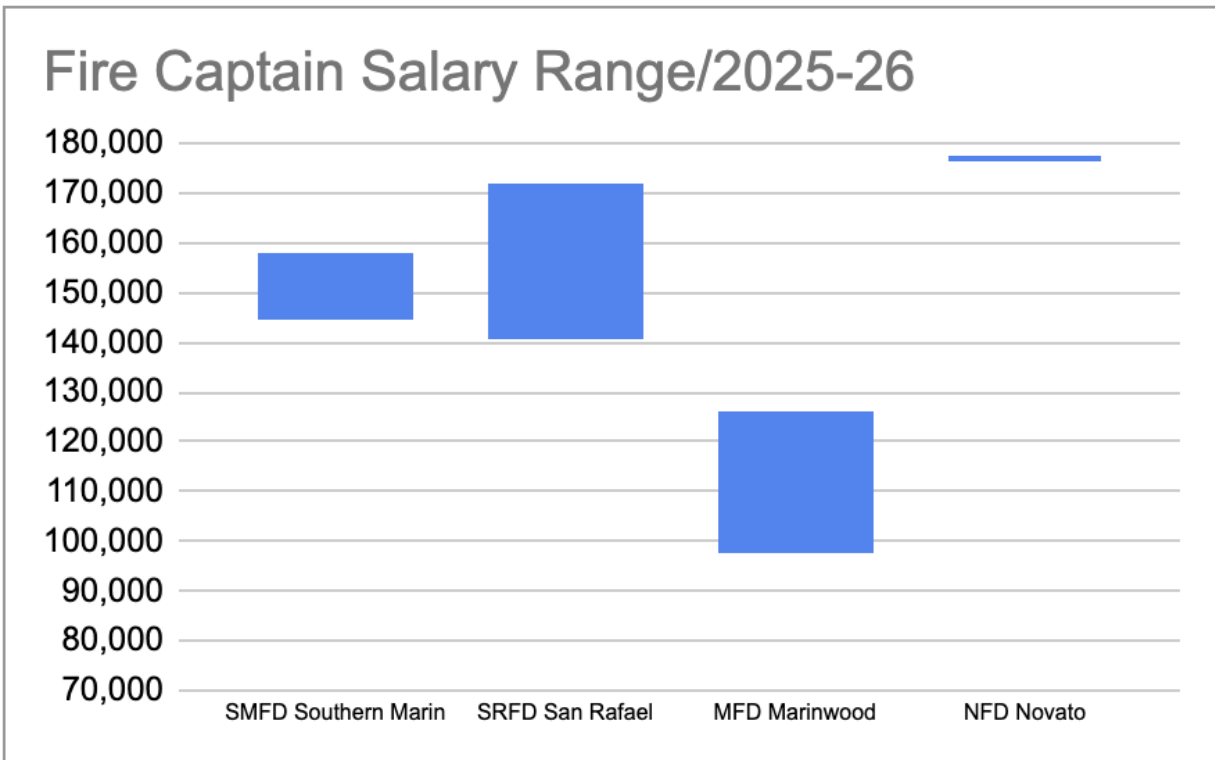
GLOSSARY

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.		

Response to Grand Jury Report

Report Title: Better Service at Lower Cost – Optimizing Essential Services for the Future of Marin

Respondent/Agency Name: Marinwood Community Services District

Submitter Name: Eric Dreikosen Title: District Manager

FINDINGS

- Agree with the findings numbered: _____
- Disagree *partially* with the findings numbered: F1 – F7
- Disagree *wholly* with the findings numbered: _____

(Attach a **statement** specifying any portions of the findings that are disputed; include an explanation of the reasons therefor.)

RECOMMENDATIONS

- Recommendations numbered R1, R2, R4, R6, R7, R9 have been implemented.
(Attach a **summary** describing the implemented actions.)
- Recommendations numbered _____ have not yet been implemented, but will be implemented in the future.
(Attach a **timeframe** for the implementation.)
- Recommendations numbered R3, R5 require further analysis.
(Attach an **explanation** and the scope and parameters of an analysis or study, and a **timeframe** for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This **timeframe shall not exceed six months** from the date of publication of the grand jury report.)
- Recommendations numbered R8 will not be implemented because they are not warranted or are not reasonable.
(Attach an **explanation**.)

Date: _____ Signed: _____

Number of pages attached: _____

MARINWOOD COMMUNITY SERVICES DISTRICT
Responses to Grand Jury Report
“Better Services at Lower Cost – Optimizing Essential Services for the Future of Marin”
Findings & Recommendations:
Discussed in Open Session on August 11, 2026

Marinwood CSD was requested to respond to findings F1-F7 and recommendations R1-R9

Report Finding F1:

Marinwood CSD Response: Disagree Partially

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

Marinwood Community Services District recognizes there are almost always operational efficiencies that can be gained in any work environment, be it through consolidation with another agency(ies) or via internal improvements. However, it has not been made clear administrative services become more efficient solely through consolidation or that there is existing unnecessary duplication of administrative services between agencies.

Report Finding F2:

Marinwood CSD Response: Disagree Partially

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

While Districts with more limited resources can often be challenged to support long-term investments, the same can be said for larger districts with seemingly greater resources. Bigger is not always better and often times smaller districts can more effectively navigate long-term investment needs such as those mentioned.

Report Finding F3:

Marinwood CSD Response: Disagree partially

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

Staffing challenges can impact any size district. While larger agencies may inherently have higher staffing levels to compensate for such challenges, they also often typically have larger human resource needs creating proportionate or even greater challenges during staffing disruptions and catastrophic events.

Report Finding F4:

Marinwood CSD Response: Disagree partially

- 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.**

It is unclear that applying board member term limits equates to a more open approach towards consolidation. In fact, it can have the opposite effect if a new board member comes into the role with a priority on retaining local control. Often times, more tenured board members may have a much more thorough understanding of the benefits of consolidation over local control and more open to pursuing such consolidations.

Additionally, consolidation between agencies is a long and complex process that can benefit from the stability and consistency provided by longer tenured board members. To have new board members enter in the middle of this process can result in process delays or even contrary opinions, thus negatively impacting any consolidation initiatives.

Report Finding F5:

Marinwood CSD Response: Disagree partially

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

Marinwood CSD does not have jurisdiction for sewer services so cannot comment on such in an educated manner. However, service and pricing levels are dependent upon multiple factors, including geographic considerations. It is unclear how consolidation eliminates these cost-of-service variable factors.

Report Finding F6:

Marinwood CSD Response: Disagree partially

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.

Marinwood CSD supports increased transparency and meaningful public reporting and engagement. All Marin County fire agencies have a long history of collaboration and standardizing services where applicable, practical and attainable. Though, unique communities have unique service needs. Creating a standard set of metrics across all agencies is not always an apples-to-apples comparison.

Report Finding F7:

Marinwood CSD Response: Disagree partially

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

Marinwood CSD strives to act in a proactive manner. However, crisis-driven intervention does not always result in consolidation as the best solution and can sometimes lead to rash and faulty long-term decision making in this regard.

Report Recommendation R1:

Marinwood CSD Response: This recommendation has already been implemented

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.

In regards to fire protection service delivery, the District has long engaged applicable fire agencies to gauge willingness to discuss consolidation opportunities. Most recently, Marinwood CSD and the City of San Rafael continue to meet regularly and engage in exploration of creating an even greater regional approach to fire protection services.

Of note, the grand jury report seems to focus on District-to-District consolidation opportunities and does not reference that in some cases the most logical consolidation partners can be a City, Town or the County, not necessarily another District, depending on the public service being contemplated.

Report Recommendation R2:

Marinwood CSD Response: This recommendation has already been implemented

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.

Marinwood CSD has an established history of shared services with other agencies.

This includes an existing shared services agreement for fire services between Marinwood CSD and the City of San Rafael.

The CSD already utilizes the County for select legal services through the County Counsel's Office, select employee benefits and use of the County Treasury to hold funds. While other shared services with the County have been explored, and some implemented at past points, the District found it to be more efficient and cost-effective to manage these services in-house.

As an independent special district, Marinwood CSD participates in a risk-pool administered by the Special District Risk Management Authority consisting of hundreds of other special districts in California to provide for Property & Liability insurance as well as Workers' Compensation insurance.

Report Recommendation R3:

Marinwood CSD Response: Requires further analysis

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.

To date, Marinwood CSD is not aware that the County of Marin has communicated a willingness to lead such an initiative nor does the CSD have authority to direct the Board of Supervisors in this regard. Furthermore, for many public services, standardized KPIs may not be advantageous nor practical due to the unique service needs of unique communities.

Should the County commit to such a role, Marinwood CSD would be willing to participate in these discussions to the extent practical and relevant.

Report Recommendation R4:

Marinwood CSD Response: This recommendation has already been implemented

- 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.**

During recent fire consolidation discussions with the City of San Rafael, Marinwood CSD has been very transparent. This included a standing item on board meeting agendas intended precisely for this purpose. Furthermore, our local Board of Supervisors representative has been provided updates as to status and progress made, as appropriate.

Report Recommendation R5:

Marinwood CSD Response: Requires further analysis

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

Marinwood CSD is not aware of any such commitment made by the Board of Supervisors nor does the CSD have authority to direct the Board of Supervisors in this regard.

Report Recommendation R6:

Marinwood CSD Response: This recommendation has already been implemented

- 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.**

As mentioned previously, Marinwood CSD has a long history of inter-agency shared services as well as discussions with other agencies regarding applicable consolidation of services. For fire services, many aspects of fire service operations have already been functionally consolidated between Marinwood CSD and the City of San Rafael. Both agencies continue discussions and exploration towards the complex process of further consolidation.

Report Recommendation R7:

Marinwood CSD Response: This recommendation has already been implemented

- 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.**

The Marinwood CSD Board of Directors serve without any compensation or benefits. This is stated on the District website and the Board Bylaws, both publicly available via the following links:

<https://www.marinwood.org/about-us/board-directors>
<https://www.marinwood.org/about-us/board-documents>

The top link also includes information regarding current term length and end date for each individual director.

Furthermore, relevant and free of charge training opportunities are provided to board directors via the District's membership with the California Special Districts Association.

Report Recommendation R8:

Marinwood CSD Response: Will not be implemented because it is not warranted

- 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.**

As elected officials, the voters of Marinwood CSD should be able to decide who they want to serve in this position and for how long.

Report Recommendation R9:

Marinwood CSD Response: This recommendation has already been implemented

- 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).**

Marinwood CSD has a long-standing policy of board directors serving without compensation. At this time, the Board has not indicated a desire to revisit this policy to allow for board member compensation. As such, this recommendation is not applicable to this agency.

District Manager Report
August 11, 2026
Submitted by: Eric Dreikosen, District Manager

The information below is intended to provide a brief update on select District initiatives, activities and items of note and should not be viewed as a complete list of all current District activities or initiatives.

The Oaks Senior Living Center:

Following direction from last month's board meeting, staff have been working to obtain an updated cost estimate for the original trail proposed to be built along Miller Creek between Las Gallinas Ave and a new extension of Marinwood Ave to be built with the development of the proposed senior living center to be located on the same roadway extension.

Unfortunately, the trail design engineer commissioned by the District several years ago has since-forth semi-retired. We have been able to make contact and remain hopeful he will be able to provide an updated cost estimate to his estimate provided for the original trail design concept. If he is not able to do this work, the District has been exploring alternative means and consultants by which to obtain such an estimate.

Fiscal Year 2025-2026 Year-End Pre-Audit Financial Statements

Staff typically present year-end pre-audit financial statements during the August board meeting. However, due in large part to competing time demands in addition to the late receipt of select payables and receivables applicable to FY 25-26, staff has not had opportunity to thoroughly review financials for 25/26 and as such, are not confident presenting this information at this time. Year-end pre-audit financial statements will be presented during the September board meeting.

Update on Discussions with San Rafael regarding Fire Services:

Staff from Marinwood CSD and the City of San Rafael have met multiple times during the past month or so to continue discussions and progress towards a long-term regional fire services model. As you will recall, beyond the amendment that took effect on July 1 to the existing shared services agreement (phase 1), our two agencies are further researching and discussing possibilities for a potential contract for service (phase 2) in which Marinwood Fire Station 58 would be fully staffed by San Rafael Fire personnel and the potential for a formal consolidation (phase 3) of fire services in which Marinwood CSD would legally dissolve its responsibility to provide fire protection. These efforts remain ongoing and positive.

Several other items of note that staff have been working on during the past month are included as separate agenda items. These will be presented and discussed at those times.

MARINWOOD COMMUNITY SERVICES DISTRICT
DRAFT MINUTES OF FIRE COMMISSION MEETING
August 4, 2025

Time and Place: 7:00PM at Marinwood Community Center, 775 Miller Creek Rd, San Rafael

Present:

Commissioners: Vice-Chair Pascal Karsenti, Greg Stilson, Pete Stout

Absent: Chair Steve Farac, John Seratt

Staff: Fire Chief Abe Roman, District Manager Eric Dreikosen

1. Agenda

Vice-Chair Karsenti adopted the agenda as presented.

2. Public Comment on Non-Agenda Items

No comments from the public were received.

3. Commissioner Items of Interest

-Commission Karsenti provided industry update on wildfire risk modeling

-Commissioner Stout inquired about status of housing developments and potential impact to fire services

4. Draft Minutes of April 7, 2026 Fire Commission Meeting

M/s Stout/Stilson to approve Draft Minutes of April 7, 2026 Fire Commission Meeting as presented.

Ayes: Karsenti, Stilson, Stout. Nays: None. Absent: Farac, Seratt. Motion carried.

5. Chief Officer Report and Activity Summary

Commission received Chief Officer Report and Activity Summary.

6. Commissioner Requests for Future Agenda Items

-None.

The meeting was adjourned at 8:02pm.

Eric Dreikosen



MARINWOOD BOARD OF DIRECTORS – FIRE CHIEF’S REPORT

Abraham Roman, Fire Chief

Meeting Date: August 11, 2026

➤ **Staffing Update.**

- Battalion Chief Kyle Hamilton has retired effective July 31 after 26 years with the department.
- Captain Garrett Northern has been promoted to battalion chief and will fill the vacancy created by Kyle Hamilton.

➤ **Development Update.**

- The Marinwood Plaza project has broken ground and is currently in the site preparation, grading and clearing phase. This project consists of 125 affordable apartments in four 3-story buildings located on each side of the Marinwood Market.
- Work continues at the Legacy at Lucas Valley housing project on Erin Drive, consisting of 28 dwellings. Fire inspectors have been on the project conducting fire sprinkler inspections on a regular basis. Of the 28 lots, no work has begun on 13 of them and two are in the foundation stage. The remaining homes are complete or near completion with one being occupied.
- The Oaks Senior Living Community located at 200 Marinwood Ave consisting of a total of 162 apartments – 77 independent living, 61 assisted living and 24 memory care. The project requires an extension of Marinwood Avenue southward and includes the construction of a new bridge over Miller Creek. Presently, this project is still in the Planning phase. County Planning staff are currently waiting for the developer to fund the needed environmental reports.

➤ **Community Outreach Update**

- We would like to thank the Marinwood community members who joined us for our very first Life Saving Training event on July 18th at the Marinwood Community Center. Hosted by Chief Hatfield and EMT Miller, the session brought our community together for hands-on instruction. Participants learned vital skills of Adult and Pediatric CPR, how to properly operate an AED, applying tourniquets to stop severe bleeding, and clearing airway obstruction in yourself and those around you. Because of the fantastic turnout and overwhelming interest in this session, we are already planning to host more of these.

End of report.

Marinwood Community Services District

Minutes of Park & Recreation Commission Meeting Tuesday – July 28, 2026

Time and Place: 7:00PM at Marinwood Community Center, 775 Miller Creek Rd, San Rafael

Present:

Commissioners: Chair Michael Benesch, Angela Bliss-Steiner, Jon Campo, Ryan Madden

Absent: Ian Fein, Dan Sauter (alternate)

Staff: District Manager Eric Dreikosen, Recreation Director Luke Fretwell

Board: Kathleen Kilkenny

1. Agenda

No changes were requested by Commissioners. The agenda was adopted as presented.

2. Public Comment on Non-Agenda Items

No comments from the public were received

3. Draft Minutes of March 24, 2026 P&R Commission Meeting

M/s Campo/Madden to approve Draft Minutes of March 24, 2026 P&R Commission Meeting.

Ayes: Benesch, Bliss-Steiner, Campo, Madden. Nays: None. Absent: Fein, Sauter (alternate).

Motion carried

4. Minutes of June 9, 2026 & July 14, 2026 Board of Directors Meetings

Commission reviewed minutes.

5. Overview of District Finances and Strategic Financial Priorities

Commission received report and discussed existing strategic financial priorities. Commission requested Board revisit strategic priorities at a future board meeting with an emphasis on exploring capacity for establishment of various formal reserve funds, notably capital reserves.

6. Market Comparison Review of Park, Pool and Recreation Fee Schedules

Commission received and discussed market comparison report.

7. Potential Amendment to Ordinance 2011-03 (Park Rules) regarding E-bike Usage on District Lands

Commission briefly reviewed this topic and requested this item be continued to next meeting due to time.

8. Recreation and Park Maintenance Activity Report

Commission received Recreation and Park Maintenance Activity Report.

9. Commissioner Items of Interest – Requests for Future Agenda Items

- E-bike usage policy on District lands
- Review of park rental, recreation program and pool fees prior to 2027 season rates being set.

10. Adjourn

Meeting adjourned at 9:24 PM

Eric Dreikosen, District Manager

Staff Report

To: Board of Directors
From: Eric Dreikosen, District Manager
Date: August 11, 2026
Re: Community Pool & Wading Pool Replaster and Renovation Project: Bid Results

Directors,

Please see the included bid proposal submitted by Burkett's Pool Plastering, LLC, in response to the Notice Inviting Bids recently issued for the District's Community Pool & Wading Pool Replaster and Renovation Project.

The Base Bid scope of work consists of two project components:

- Replaster and code renovations of the community pool.
- Replaster and code renovations of the wading pool.

The complete bidders package as issued by the District on July 1, 2026 can be viewed on the District's website here: <https://www.marinwood.org/contracts-rfp>

The notice inviting bids was distributed to the Marin Builders Association, the North Coast Builders Exchange as well as two other State-wide builders associations in accordance with Public Contract Code. The notice resulted in three (3) qualified contractors expressing interest in the project and performing a site visit. Of those, the District received two (2) sealed bids on July 30, 2026:

1. Burkett's Pool Plastering, LLC: Bid - \$253,710
2. Adams Pool Solutions: Bid - \$330,688

This project is intended to be funded solely through the District's available Measure A funds. As of this writing, the District has approximately \$368,000 in Measure A funds available. Staff anticipates a further amount of \$56,000 to be received later this fiscal year.

Factoring in additional anticipated costs for engineering support and construction oversight for this project as well as potential change order contingencies, the District should remain with approximately \$125,000 in Measure A funds available for future Park & Recreation needs upon the completion of this project and receipt of the aforementioned additional Measure A to be received this fiscal year.

This is a public works project guided by Public Contract Code legislative requirements (Gov Code Section 20100-20920):
https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=PCC&division=2.&title=&part=3.&chapter=1.&article=3.5.)

In response to the lowest qualified bid received the Board now has the following formal action options available:

1. Do nothing at this time. In accordance with the terms stated in the RFP, the District has 31 days from the date of the sealed bid opening to take formal action.

2. Reject all bids.
 - a. Reissue bid package without changes in hopes of attracting additional bids.
 - b. Instruct staff to redesign construction plans and re-issue an RFP in hopes of receiving lower bids.
 - c. Abandon project as conceived and instruct staff to return to the Board with other potential options to allow for effective solutions to meet our needs.
3. Accept the bid submitted by Burkett's Pool Plastering, LLC and authorize staff to execute contract with the bidder.

While considering the above options available it should be noted that project plans as currently designed have been approved by Marin County Environmental Health Services (EHS) and any significant change in plans may require plans to be re-approved by EHS. Furthermore, the awarded contractor needs to complete the building permit process with the County of Marin based on the EHS-approved plans. The ability to begin work as soon as possible is critical for the District to be able to have the work completed prior to the upcoming rainy season. The project is tentatively slated to begin construction the week of October 12.

In summary, this project has been properly noticed and sealed bids were received in accordance with Public Contract Code. The low bidder is qualified to perform Public Works projects and is experienced with the type of work needed. The bid cost received was within staff's informal estimates for this project. The District does have the funds available to complete this project in full. Timing is of the essence and the ability to begin work as quickly as possible is critical.

Staff Recommendation:

Accept the base bid received by Burkett's Pool Plastering, LLC, and authorize the District Manager to engage Burkett's Pool Plastering in executing a contract for the Community Pool & Wading Pool Replaster and Renovation project in the amount of bid. Authorize the District Manager for potential project construction contingency expenditures of 10% of total contract amount.

**MARINWOOD COMMUNITY SERVICES DISTRICT
COMMUNITY POOL & WADING POOL REPLASTER
BID PROPOSAL**

The Undersigned, as Bidder, doing business under the firm name of:

Name of Bidder:

BUCKETT'S POOL PLASTERING, INC.

Business Address:

600 N. FRONTAGE RD., RIPON, CA 95366

Having carefully examined your Invitation for Bids, Instructions to Bidders, Specifications and Drawings and the Addenda listed below, and having examined the site of the work and all conditions affecting it, the undersigned proposes to furnish all labor, materials, plant, equipment and services and to perform all work necessary and incidental to the work as described in strict accordance with the above documents including Addenda numbered for consideration of the unit prices and extensions set forth in the following schedule:

Marinwood CSD
Community Pool & Wading Pool Replaster

Base Bid: Community Pool & Wading Pool Replaster per Plans in Appendix A and Technical Specifications in Appendix B, in accordance with the following Schedules of Values:

COMMUNITY POOL REPLASTER					
<u>Item</u>	<u>Description</u>	<u>Quantity</u>	<u>Unit</u>	<u>Unit Cost</u>	<u>Subtotal</u>
<u>1</u>	<u>Mobilization</u>	<u>1</u>	<u>LS</u>	5,000. ⁰⁰	5,000. ⁰⁰
<u>2</u>	<u>General Conditions</u>	<u>1</u>	<u>LS</u>	12,269. ⁰⁰	12,269. ⁰⁰
<u>3</u>	<u>Pool Plaster</u>	<u>1</u>	<u>LS</u>	100,083. ⁰⁰	100,083. ⁰⁰
<u>4</u>	<u>Pool Tile</u>	<u>1</u>	<u>LS</u>	40,786. ⁰⁰	40,786. ⁰⁰
<u>5</u>	<u>Pool Coping</u>	<u>1</u>	<u>LS</u>	17,290. ⁰⁰	17,290. ⁰⁰
<u>6</u>	<u>Pool Fittings and Equipment</u>	<u>1</u>	<u>LS</u>	9,375. ⁰⁰	9,375. ⁰⁰
<u>7</u>	<u>Autofill Addition</u>	<u>1</u>	<u>LS</u>	7,500. ⁰⁰	7,500. ⁰⁰
<u>8</u>	<u>Deck Coating</u>	<u>1</u>	<u>LS</u>	41,850. ⁰⁰	41,850. ⁰⁰
<u>9</u>	<u>Signage</u>	<u>1</u>	<u>LS</u>	2,500. ⁰⁰	2,500. ⁰⁰
		<u>SUB-TOTAL:</u>		236,653. ⁰⁰	

TOT POOL REPLASTER					
<u>Item</u>	<u>Description</u>	<u>Quantity</u>	<u>Unit</u>	<u>Unit Cost</u>	<u>Subtotal</u>
<u>1</u>	<u>Mobilization</u>	<u>1</u>	<u>LS</u>	700. ⁰⁰	700. ⁰⁰
<u>2</u>	<u>General Conditions</u>	<u>1</u>	<u>LS</u>	800. ⁰⁰	800. ⁰⁰
<u>3</u>	<u>Pool Plaster</u>	<u>1</u>	<u>LS</u>	5,411. ⁰⁰	5,411. ⁰⁰
<u>4</u>	<u>Pool Tile</u>	<u>1</u>	<u>LS</u>	4,574. ⁰⁰	4,574. ⁰⁰
<u>5</u>	<u>Pool Coping</u>	<u>1</u>	<u>LS</u>	3,472. ⁰⁰	3,472. ⁰⁰
<u>6</u>	<u>Pool Fittings and Equipment</u>	<u>1</u>	<u>LS</u>	2,100. ⁰⁰	2,100. ⁰⁰
		<u>SUB-TOTAL:</u>		17,057. ⁰⁰	

BASE BID TOTAL AMOUNT: \$ 253,710.⁰⁰

The undersigned agrees that, if this Proposal is accepted, the undersigned will execute a Contract with the **Marinwood Community Services District** within fourteen (14) days from the date of the mailing of the notice of award to the bidder to the address given by them.

If the Proposal is accepted, the undersigned agrees to start work between October 12, 2026 – October 16, 2026. It is also agreed that all work included in the specifications and drawings shall be completed in accordance with the timing and deadlines stated within the Instructions to Bidders Item G.

The undersigned proposes, upon award of the Contract, to furnish a performance bond in the amount of one hundred percent (100%) of the amount of the Contract and the required payment (material and labor) bond in the amount of one hundred percent (100%) of the amount of the Contract.

As a guarantee that the terms of this Proposal will be complied with, the undersigned submits herewith a Proposal guarantee in the amount of ten percent (10%) of the total bid, an executed Fair Employment Practices Certificate, and executed statement of subcontractors and an executed Non-Collusion Affidavit.

BURKETT'S POOL PLASTERING, INC.

Bidder Company/Firm Name (Please Print)

SHANE SPEER

Bidder Authorized Representative Name (Please Print)



Bidder Authorized Representative Signature

ADDENDA ACKNOWLEDGEMENT

All Addenda bound with the specifications or issued during the time of bidding are included in this proposal. Receipt of the following Addenda and date thereof is acknowledged:

Addendum #1 88

Dated: 07/24/2026

Addendum #2 88

Dated: 07/24/2026

Addendum #3 88

Dated: 07/24/2026

Addendum #4 _____

Dated: _____

Addendum #5 _____

Dated: _____

Addendum #6 _____

Dated: _____

VERIFICATION OF SITE VISIT

The bidder hereby verifies that they have visited the Marinwood Community Services District Community Pool & Wading Pool Replaster site at 775 Miller Creek Road, San Rafael, CA 94903, on

07/15/2026

Date

and have inspected the planned project areas.

BURKETT'S POOL PLASTERING, INC.

Name of Bidder

JS

Signature of Bidder

Confirmed by:

Bi J

Signature of Owner or Authorized Representative

RECREATION ACTIVITY REPORT

Summer Camp Update

The summer camp program has been going extremely well. Robyn and her staff have worked hard to introduce an unprecedented number of new special events, arts & crafts, games, and activities this summer, which have all been well-received and kept the summer feeling fresh and exciting. Highlights have included the Swim Olympics during week 7 where all the camps gathered around the pool to cheer on their fellow campers and staff members who competed in cannonball contests, synchronized swimming performances, and costumed relays, all preceded by a spirited rendition of the Star Spangled Banner on kazoo; field trips to Scandia, SF Zoo, 6 Flags, and Stafford Lake; and adventure hikes up Queenstone Fire Road and Idylberry Trail.

The camp program will conclude after 9 fun-filled weeks on Friday, August 14th.

Pool Update

The consistent warm weather this summer has kept the pool lively and well-attended. Swim lessons have been full or mostly full all summer, as well as our Guards in Training Program. To spice things up mid-summer we had DJ Jerry Schultz come and play music, take requests, and host karaoke during the recreation swim hours, which was a huge hit.

John Paul has continued to run in-service trainings every week with the lifeguard staff, as well as conduct surprise “red shirt drill” practice emergency scenarios throughout the day that put the lifeguards’ skills to the test. The staff is looking solid.

The pool transitions to the fall schedule on Monday, August 17th and will close for the season on Friday, October 2nd.

Summer Brewfest

On Saturday, July 25th the Recreation Department hosted Marinwood’s Annual Summer Brewfest from 3-7pm in the park. This year’s event featured 7 breweries, live music by Void Where Prohibited, food by Forrest Fire BBQ, and the Kona Ice Truck. We had our strongest turnout in several years and it was a great time. I want to thank the Las Gallinas Lions Club for bringing nearly a dozen volunteers to help at the event.

Music in the Park

Our next Music in the Park concert will take place on Friday, August 8th and feature Bay Area reggae band Native Elements. Our final concert will take place on Friday, August 21st and feature folk and bluegrass band Late for the Train, back for the second year.

Fall Programs

The Recreation Staff are busy putting the final touches on our fall/winter schedule of programs and the corresponding edition of the Marinwood Review activity guide. We are hoping to have all the info published in the next few weeks.

Programs scheduled for the fall include Tae Kwon Do, Zumba, Adult and Youth Tennis, Babysitters Training, CPR/First Aid, Irish Dancing, White Crane Silat, Dungeons and Dragons, Art, Yoga, Pilates, Mahjong, Senior Stroll, and the Preschool Program.

PARKS MAINTENANCE ACTIVITY REPORT

Sidewalk Repair

During the week of July 27th the Parks Maintenance Staff completed a repair of the walking path between Pinewood Drive and Miller Creek Road. The sidewalk had become severely lifted in one section due to the roots of an adjacent oak tree. After consulting with an arborist we determined that shaving or cutting the roots would likely be detrimental to the tree, so we opted to slightly curve the sidewalk around the offending root ball and slope over the rest of the remaining roots, leaving some room for them to continue to grow. Eventually the sidewalk will crack again, but we are hopeful that will be a decade or so down the line. I want to acknowledge the staff for their hard work and creativity to forge this unique compromise of a repair, which turned out well.

Further sidewalk shaving and repair is needed in several areas and we are currently gathering quotes for a contractor to perform the work later this fall.

Wading Pool Filter Repair

During the week of August 3rd the wading pool filter began struggling to keep the water clean and was requiring frequent backwashing. Staff assessed the filter media and discovered the top 3-4 inches of crushed glass media had become clogged from years of buildup. We were able to remove the top layer and replace it with fresh media, and the filter immediately began working better. The water is now much clearer and the flow rate is improved. We will monitor it closely for the remainder of the season and determine whether a full media replacement is warranted before the 2027 season. The current wading pool filter was installed in 2015.

Gopher Abatement

We recently completed an intensive gopher abatement effort, utilizing a new contractor. After a couple weeks of regular visits 34 gophers and 1 mole were caught. Now that the majority of the population has been removed, staff will be able to catch the occasional new gopher and hopefully keep things under control moving forward. However, it is good to have this new contractor on hand who can come in again if the gopher population outpaces our trapping efforts. After a couple seasons of almost non-stop gopher activity, it's a relief to get things back under control.

Turf Treatment

As soon as summer camp closes, staff will begin an intensive turf rehabilitation, closing off sections of the park one at a time to allow the grass to recover after the heat, foot traffic, and gopher damage this summer. We are looking forward to getting the turf back into good condition.

Daily/Weekly Tasks:

- Clean and restock Community Center
- Clean and restock park bathroom
- Empty garbage in all 3 parks and at trailheads
- Restock dog waste bags at dog stations
- Mow, edge, and blow in all 3 parks
- Check playground equipment in all 3 playgrounds for damage/vandalism
- Check and adjust pool chemistry