Marin Local Agency Formation Commission

Municipal Service Review

West Marin Region

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PREFACE

This Municipal Services Review (MSR) documents and analyzes services provided by local governmental agencies in the West Marin region. Specifically, it evaluates the adequacy and efficiency of local government structure and boundaries within the region and provides a basis for boundary planning decisions by the Marin Local Agency Formation Commission (LAFCo).

Context

Marin LAFCo is required to prepare this MSR in accordance with the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Government Code §56000, et seq.), which took effect on January 1, 2001. The MSR reviews services provided by public agencies—cities and special districts—whose boundaries and governance are subject to LAFCo. The analysis and recommendations included herein serve to promote and coordinate the efficient delivery of local government services and encourage the preservation of open space and agricultural lands.

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1.0 INTRODUCTION

1.1 ROLE AND RESPONSIBILITY OF LAFCO

Local Agency Formation Commissions (LAFCos) were established in 1963 and are political subdivisions of the State of California responsible for providing regional growth management oversight in all 58 counties. LAFCos' authority is currently codified under the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 ("CKH"), which specifies regulatory and planning powers delegated by the Legislature to coordinate and oversee the establishment, expansion, and organization of cities and special districts as well as their municipal service areas.

Guiding LAFCos' regulatory and planning powers is to fulfill specific purposes and objectives that collectively construct the Legislature's regional growth management priorities under Government Code (G.C.) Section 56301. This statute reads:

"Among the purposes of the commission are discouraging urban sprawl, preserving open space and prime agricultural lands, efficiently providing governmental services, and encouraging the orderly formation and development of local agencies based upon local conditions and circumstances. One of the objects of the commission is to make studies and to obtain and furnish information which will contribute to the logical and reasonable development of local agencies in each county and to shape the development of local agencies so as to advantageously provide for the present and future needs of each county and its communities."

LAFCo decisions are legislative in nature and not subject to an outside appeal process. LAFCos also have broad powers with respect to conditioning regulatory and planning approvals so long as not establishing terms that directly control land uses, densities, or subdivision requirements.

Regulatory Responsibilities

LAFCos' principal regulatory responsibility involves approving or disapproving all jurisdictional changes involving the establishment, expansion, and reorganization of cities and most special districts.[1] More recently LAFCos have been tasked with also overseeing the approval process for cities and districts to provide new or extended services beyond their jurisdictional boundaries by contract or agreement as well as district actions to either activate a new service or divest an existing service. LAFCos generally exercise their regulatory authority in response to applications submitted by the affected agencies, landowners, or registered voters.

Recent CKH amendments, however, now authorize and encourage LAFCos to initiate on their own jurisdictional changes to form, consolidate, and dissolve special districts consistent with

[1] CKH defines "special district" to mean any agency of the State formed pursuant to general law or special act for the local performance of governmental or proprietary functions within limited boundaries. All special districts in California are subject to LAFCo with the following exceptions: school districts; community college districts; assessment districts; improvement districts; community facilities districts; and air pollution control districts.

current and future community needs. LAFCo regulatory powers are described in Table 1.1 below.

Table 1-1: LAFCo's Regulatory Powers

Regulatory Powers Granted by Government Code (G.C.) Section 56301	
• **City Incorporations / Disincorporations**	• City and District Annexations
• **District Formations / Dissolutions**	• City and District Detachments
• **City and District Consolidations**	• Merge/Establish Subsidiary Districts
• **City and District Outside Service Extensions**	• District Service Activations / Divestitures

Planning Responsibilities

LAFCos inform their regulatory actions through two central planning responsibilities: (a) making sphere of influence ("sphere") determinations and (b) preparing municipal service reviews. Sphere determinations have been a core planning function of LAFCos since 1971 and effectively serve as the Legislature's version of "urban growth boundaries" with regard to cumulatively delineating the appropriate interface between urban and non-urban uses within each county. Municipal service reviews, in contrast, are a relatively new planning responsibility enacted as part of CKH and are intended to inform – among other activities – sphere determinations. The Legislature mandates, notably, all sphere changes as of 2001 be accompanied by preceding municipal service reviews to help ensure LAFCos are effectively aligning governmental services with current and anticipated community needs.

1.2 MUNICIPAL SERVICE REVIEWS

Municipal service reviews were a centerpiece to CKH's enactment in 2001 and are comprehensive studies of the availability, range, and performance of governmental services provided within a defined geographic area. LAFCos generally prepare municipal service reviews to explicitly inform subsequent sphere determinations. LAFCos also prepare municipal service reviews irrespective of making any specific sphere determinations in order to obtain and furnish information to contribute to the overall orderly development of local communities. Municipal service reviews vary in scope and can focus on a particular agency or governmental service. LAFCos may use the information generated from municipal service reviews to initiate other actions under their authority, such as forming, consolidating, or dissolving one or more local agencies.

All municipal service reviews – regardless of their intended purpose – culminate with LAFCos preparing written statements addressing seven specific service factors listed under G.C. Section 56430. This includes, most notably, infrastructure needs or deficiencies, growth and population trends, and financial standing. The seven mandated service factors are summarized in the following table.

Table 1-2: Mandatory Determinations

Mandatory Determinations / Municipal Service Reviews (Government Code Section 56430)
1. Growth and population projections for the affected area.
2. Location and characteristics of any disadvantaged unincorporated communities within or contiguous to affected spheres of influence.
3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies.
4. Financial ability of agencies to provide services.
5. Status and opportunities for shared facilities.
6. Accountability for community service needs, including structure and operational efficiencies.
7. Matters relating to effective or efficient service delivery as required by LAFCo policy.

1.3 MARIN LAFCO COMPOSITION

Marin LAFCo is governed by a 7-member board comprised of two county supervisors, two city councilmembers, two independent special district members, and one representative of the general public. Each group also gets to appoint one "alternate" member. Each member must exercise their independent judgment, separate from their appointing group, on behalf of the interests of all residents, landowners, and the public. Marin LAFCo is independent of local government and employs its own staff. Marin LAFCo's current commission membership is provided below in Table 1-3.

Table 1-3: Marin LAFCo Commission Membership

Name	Position	Agency Affiliation
Sashi McEntee, Chair	City	City of Mill Valley
Craig Murray, Vice Chair	Special District	Las Gallinas Valley Sanitary District
Damon Connolly	County	District 1 Supervisor
Judy Arnold	County	District 5 Supervisor
Barbara Coler	City	Town of Fairfax
Lew Kious	Special District	Almonte Sanitary District
Larry Loder	Public	Commission
Richard Savel	Public Alternate	Commission
Tod Moody	Special District Alternate	Sanitary District #5
James Campbell	City Alternate	City of Belvedere
Dennis Rodoni	County Alternate	District 4 Supervisor

Marin LAFCo offices are located at 1401 Los Gamos Drive, Suite 220 in San Rafael. Information on Marin LAFCo's functions and activities, including reorganization applications, are available by calling (415) 448-5877 by e-mail to staff@marinlafco.org or by visiting www.marinlafco.org.

2.0 EXECUTIVE SUMMARY

This study represents Marin LAFCo's scheduled regional municipal service review of local agencies in the West Marin region of western Marin County. The underlying aim of the study is to produce an independent assessment of municipal services in the region over the next five to ten years relative to the Commission's regional growth management duties and responsibilities. The information generated as part of the study will be directly used by the Commission in (a) guiding subsequent sphere of influence updates, (b) informing future boundary changes, and – if merited – (c) initiating government reorganizations, such as special district formations, consolidations, and/or dissolutions.

2.1 AFFECTED PUBLIC AGENCIES

This report focuses on twelve agencies operating in the West Marin region as listed below and shown in Table 2-1.

Table 2-1: West Marin Regional MSR Agencies

West Marin Region Agency Names
Stinson Beach Fire Protection District
Tomales Village Community Services District
Marin County Service Area No. 28
Marin County Service Area No. 33
Marin County Flood Control Zone 5
Marin County Flood Control Zone 10
Bolinas Fire Protection District
Bolinas Community Public Utility District
Muir Beach Community Services District
Marin County Resources Conservation District
Inverness Public Utility District
Stinson Beach Water District

Together, these agencies provide a range of municipal services to the communities in which they serve, including:

Water

Water services include the access to, treatment of, and distribution of water for municipal purposes. An in-depth review of countywide water services was prepared by Marin LAFCo in 2016.

Wastewater

Wastewater services include the collection, transmission, and treatment of wastewater.

Fire Protection and Emergency Services

Fire protection and emergency services consist of firefighting and fire prevention, emergency medical response, hospital service, ambulance, and rescue services. These services are somewhat interrelated in nature and overlap in functional application.

Parks and Recreation Services

Parks and recreation services include the provision and maintenance of parks and recreation services.

Open Space Management

Open Space land is commonly set aside for recreation and stormwater management purposes, as well as for natural resource protection, preservation of cultural and historic resources, preservation of scenic vistas, and many other reasons.

Channel Maintenance

Channel maintenance includes periodic dredging of creek channels.

Roadway Services

Roadway services include construction, maintenance, planning of roads, and roadway lighting.

2.2 PLANS, POLICIES, STUDIES

Key references and information sources for this study were gathered for each agency considered. The references utilized in this study include published reports; review of agency files and databases (agendas, minutes, budgets, contracts, audits, etc.); Master Plans; Capital Improvement Plans; engineering reports; EIRs; finance studies; general plans; and state and regional agency information (permits, reviews, communications, regulatory requirements, etc.). Additionally, the LAFCo Executive Officer and Deputy Executive Officer contacted each agency with requests for information.

The study area for this MSR includes a number of unincorporated communities as there are no incorporated cities or towns in the study area. As such, Marin County has the primary authority over local land-use and development policies (and growth). County and Community plans were vital for the collection of baseline and background data for each agency. The following is a list of documents used in the preparation of this MSR:

- County General Plans
- Specific Plans
- Community Plans
- Previous municipal service reviews
- Agency databases and online archives (agendas, meeting minutes, website information)

2.3 AGENCY AND PUBLIC PARTICIPATION

Within the approved scope of work, this study has been prepared with an emphasis on soliciting outside public review and comment as well as multiple opportunities for input from the affected agencies. This included an agency startup meeting with Marin LAFCo, information requests sent to individual agencies, draft agency profiles also sent to agencies, and review of the draft report prior to Commission action.

This MSR is posted on the Commission's website (www.marinlafco.org). It may also be reviewed at the LAFCo office located at 1401 Los Gamos Drive, Suite 220 in San Rafael during open hours.

Table 2-2: West Marin Regional Agencies' Meeting Information

West Marin Municipal Service Review Agency Transparency					
Agency	**Governing Body**	**Meeting Date/Time**	**Meeting Location**	**Televised/ Streaming**	**Website**
Stinson Beach Fire Protection District	Board of Directors	4th Monday at 6:00 p.m.	Stinson Beach Fire Station 3410 Shoreline Hwy Stinson Beach, CA 94970	N/A	https://www.stinsonbeachfireprotectiondistrict.org/board-of-directors
Tomales Village CSD	Board of Directors	2nd Wednesday at 7:00 p.m.	Tomales Town Hall 27150 Maine St Tomales, CA 94971	N/A	https://www.tomalescsd.ca.gov/board-meeting-s
Bolinas Fire Protection District	Board of Directors	4th Wednesday at 7:00 p.m.	TFPD Headquarters 1679 Tiburon Blvd. Tiburon, CA 94920	N/A	https://www.bolinasfire.org/board-meetings-1
Bolinas Community Public Utility District	Board of Directors	3rd Wednesday at 7:30 p.m.	BCPUD District Office 270 Elm Road Bolinas, CA 94924	N/A	https://bcpud.org/administration/board-of-directors/
Muir Beach Community Services District	Board of Directors	4th Wednesday at 7:00 p.m.	Community Center 19 Seascape Drive Muir Beach, CA 94965	N/A	https://muirbeachcsd.com/meetings/
Inverness Public Utility District	Board of Directors	4th Wednesday at 9:00 a.m.	IPUD District Office 50 Inverness Way North Inverness, CA 94937	N/A	https://www.invernesspud.org/board-of-directors
Stinson Beach County Water District	Board of Directors	3rd Saturday at 9:30 a.m.	SBCWD District Office 3785 Shoreline Highway Stinson Beach, CA 94970	N/A	http://stinson-beach-cwd.dst.ca.us/board.html
Marin Resource Conservation District	Board of Directors	2nd Wednesday at 9:00 a.m.	Marin County Farm Bureau 520 Mesa Road Point Reyes Station, CA 94956	N/A	https://www.marinrcd.org/news-resources/board-meetings/
County Service Area No. 28	Marin County Board of Supervisors	Tuesdays at 9:00 a.m.	Board of Supervisors Chambers, Room 330 3501 Civic Center Drive San Rafael, CA 94903	Community Media Center of Marin	http://www.marincounty.org/depts/bs/meeting-archive
County Service Area No. 33	Marin County Board of Supervisors	Tuesdays at 9:00 a.m.	Board of Supervisors Chambers, Room 330 3501 Civic Center Drive San Rafael, CA 94903	Community Media Center of Marin	http://www.marincounty.org/depts/bs/meeting-archive

Flood Control Zone 5	Marin County Board of Supervisors	Tuesdays at 9:00 a.m.	Board of Supervisors Chambers, Room 330 3501 Civic Center Drive San Rafael, CA 94903	Community Media Center of Marin	http://www.marincounty.org/depts/bs/meeting-archive
Flood Control Zone 10	Marin County Board of Supervisors	Tuesdays at 9:00 a.m.	Board of Supervisors Chambers, Room 330 3501 Civic Center Drive San Rafael, CA 94903	Community Media Center of Marin	http://www.marincounty.org/depts/bs/meeting-archive

2.4 WRITTEN DETERMINATIONS

The Commission is directed to prepare written determinations to address the multiple governance factors enumerated under G.C. Section 56430 anytime it prepares a municipal service review. These determinations are similar to findings and serve as independent statements based on information collected, analyzed, and presented in this study's subsequent sections. The underlying intent of the determinations is to identify all pertinent issues relating to the planning, delivery, and funding of municipal services as it relates to the Commission's role and responsibilities. An explanation of these seven determination categories is provided below.

1. **Growth and Population**

   This determination evaluates existing and projected population estimates for each of the unincorporated communities within the study area.

2. **Location and Characteristics of any Disadvantaged Unincorporated Communities Within or Contiguous to the Sphere of Influence.**

   This determination was added by Senate Bill (SB) 244, which became effective in January 2012. A disadvantaged community is defined as an inhabited community of 12 or more registered voters having a median household income of 80 percent or less than the statewide median household income.

3. **Capacity and Infrastructure**

   Also discussed is the adequacy and quality of the services provided by each agency, including whether sufficient infrastructure and capital are in place (or planned for) to accommodate planned future growth and expansions.

4. **Financing**

   This determination provides an analysis of the financial structure and health of each service provider, including the consideration of rates and service operations, as well as other factors affecting the financial health and stability of each provider. Other factors considered include those that affect the financing of needed infrastructure improvements and compliance with existing requirements relative to financial reporting and management.

5. Shared Facilities

Opportunities for districts to share facilities are described throughout this MSR. Practices and opportunities that may help to reduce or eliminate unnecessary costs are examined, along with cost avoidance measures that are already being utilized. Occurrences of facilities sharing are listed and assessed for more efficient delivery of services.

6. Government Structure and Local Accountability

This subsection addresses the adequacy and appropriateness of existing boundaries and spheres of influence and evaluates the ability of each service provider to meet its demands under its existing government structure. Also included is an evaluation of compliance by each provider with public meeting and records laws (Brown Act).

7. Other Matters Related to Effective or Efficient Service Delivery, as Required by Commission Policy

Marin LAFCo has specified the sustainability of local agencies as a priority matter for consideration in this MSR. Sustainability is not simply about the environment but can consider the sustainability of an organization and its ability to continue to provide services efficiently for many years to come. Sustainable local governments that take practical steps to protect the environment and our natural resources through land conservations, water recycling and reuse, preservation of open space, and opting to use renewable energy are the key players in determining the sustainability of the region.

In addition, other matters for consideration could relate to the potential future SOI determination and/or additional effort to review potential advantages or disadvantages of consolidation or reorganization.

A summary of determinations regarding each of the above categories is provided in Chapter 3 of this document and will be considered by Marin LAFCo in assessing potential future changes to an SOI or other reorganization.

3.0 DETERMINATIONS

The Commission is directed to prepare written determinations to address the multiple governance factors specified under Government Code Section 56430 anytime it prepares a municipal service review. These determinations serve as independent statements based on information collected, analyzed, and presented in this study's subsequent sections. The underlying intent of the determinations is to provide a succinct detailing of all pertinent issues relating to the planning, delivery, and funding of public services in the study area as it relates to the Commission's role and responsibilities.

1. **Growth and population projections for the affected area.**

   a) Anticipated growth in the study area is projected to be minimal. Of the five census-designated places encompassed within the study area (Muir Beach, Tomales Village, Stinson Beach, Bolinas, and Inverness), four saw a decrease in total population over the past ten years according to recently updated census data, with the most significant of these being a 14% decrease. The West Marin Planning Area, composed of census tracts 1330, 1322, 1321, 1311, and 1130, saw a total population increase of 120 (0.99%) in the last ten years with the majority of that growth coming in tract 1130 and is mostly excluded from the study area. This amounts to an annual growth rate within the planning area of less than one-tenth of one percent.

2. **The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.**

   a) At this time there are no disadvantaged unincorporated communities identified within the study area.

3. **Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged unincorporated communities within or contiguous to the sphere of influence.**

   a) Each of the reviewed agencies has shown a sufficient level offered of both services and infrastructure necessary to continue to provide the core services currently being provided at the levels at which they are being provided. In order to accommodate even moderate levels of future growth as well as maintain their ability to provide current service levels with the increasing climate unpredictability, each of the agencies providing potable water services (BCPUD, SBCWD, MBCSD, IPUD) should continue to explore ways to expand their respective storage capacities in an effort to have greater resilience to extended drought issues.

   b) With the addition of two new ground source water supplies permitted by the State Water Resources Control Board in 2021, BCPUD should prepare an update on the status of the agency's moratorium on new water service connections and efforts therein to

address the underlying constraints in an effort to aide both prospective future residents of the community of Bolinas as well as the County of Marin's ability to effectuate planning policies in the area moving forward.

c) As noted above, there are no unincorporated communities within the study area that have been identified as disadvantaged.

d) Each of the agencies encompassed in the study providing potable water services should explore options for possible interties with neighboring water providers for emergency supplemental supplies in the case of a natural or man-made disaster occurring.

4. Financial ability of agencies to provide services.

a) Bolinas Community Public Utility District, Bolinas Fire Protection District, County Service Area 28, County Service Area 33, Flood Control Zone 5, Flood Control Zone 10, Inverness Public Utility District, Muir Beach Community Service District, Marin Resource Conservation District, Stinson Beach County Water District, Stinson Beach Fire Protection District, and Tomales Village Community Service District all prepare annual budgets and prepare financial statements in accordance with established governmental accounting standards. Each independent district's board of directors, as well as the Marin County Board of Supervisors acting as the board of directors for both the county service areas and flood district zones, may amend their budgets by resolution during the fiscal year in order to respond to emerging needs, changes in resources, or shifting priorities. Expenditures may not exceed appropriations at the fund level, which is the legal level of control. Audited financial statements are also prepared for each agency by independent certified public accounting firms. While additional revenues are needed to provide some services and maintain the infrastructure covered in this MSR, the agencies meet their financial responsibilities to provide services.

b) TVCSD's parks and recreation services are funded almost exclusively by way of Measure A funding. With Measure A scheduled to be on the ballot for renewal in June of 2022, if the measure were not to be renewed the District's capacity to continue to provide this service would be critically impacted. The lapsing of this funding would also significantly impact the annual revenue of MRCD. As such, both the TVCSD and the MRCD Board of Directors should formulate contingency plans in the case that the measure not be renewed.

c) At this time (and since its formation), Flood Control Zone 10 has no source of annual revenue and has been constrained to emergency maintenance work within the current levels of funding remaining in the reserve fund. FCZ10 along with its advisory board has been inactive for an extended period of time, though the board recently revived its meetings in order to discuss these issues. In order to provide the consistent annual funding levels necessary for the work within the Zone to be completed, the Zone's boundary would likely need to be expanded and residents within the boundary would need to agree to a special assessment to fund the Zone. If residents in the area are

unwilling to create a new funding source, the Marin County Flood Control and Water Conservation should consider dissolving the Zone.

d) County Service Area 28, in collaboration with the Stinson Beach Fire Protection District, should explore future funding options as well as current operational constraints that would allow the seasonal emergency medical response unit that is staffed during the summer months to have permanent year-round staffing.

5. Status of, and opportunities for, shared facilities.

a) No specific opportunities for shared facilities that would prove advantageous to both participating parties were identified in the course of this study.

6. Accountability for community service needs, including governmental structure and operational efficiencies.

a) The Marin Resource Conservation District should explore expanding its jurisdictional boundary. As the District receives a majority of its funding by way of grant monies, the opportunity for the District to identify projects for additional grant proposals with a larger service area could prove advantageous in procuring supplemental streams of revenue. In addition, the consideration of a special assessment in an effort to supplement annual revenue in years where the allocation of grant funding is minimal would prove more fiscally impactful for the District if casting a wider net with a larger service boundary. While the recommendation has been made at the State level on multiple occasions for Resource Conservation District's jurisdictional boundaries to be coterminous with the boundaries of their respective counties with the mindset of improving administrative and economic efficiencies, MRCD's current boundary and sphere of influence purposefully exclude multiple urban residential areas in order to maintain alignment with the District's mission statement. Any consideration of expansion of the District's boundary should ensure that the District's agricultural focus would not be faced with any level of obfuscation.

b) Each of the agencies within the study area should continue to explore the possibility of collaboration with one another to share administrative and other staffing services to both cut personnel-related expenses as well as eliminate possible hiring redundancies, particularly in instances of positions that only necessitate less than full-time staffing levels.

7. Any other matter related to effective or efficient service delivery, as required by commission policy

a) North Marin Water District's existing jurisdictional boundary entirely overlaps the jurisdictional boundary of the Inverness Public Utilities District. This overlap merits correction and the Commission should work with the impacted agencies on a detachment of the IPUD service area from NMWD. Since staff is aware of other NMWD parcels in West Marin that the agency is not currently serving, this item should be fully examined

when NMWD's MSR is undertaken as part of the Multi-Regional Service MSR scheduled for the end of FY 22-23.

b) The Muir Beach Community Services District should annex the .6 acre parcel of District Owned property that holds the District's well sites.

c) As many of the agencies within the study region had their jurisdictional boundary lines established well before the establishment of both state and national public parks that now comprise a large apportionment of some of those boundaries, it is recommended for each agency to examine its current boundaries and consider whether a boundary line adjustment would be in its best interest in cases of current agency boundaries surrounding areas of public lands that the agency is not currently and would not in the foreseeable future provide services to.

4.0 REGIONAL SETTING

The West Marin Region Municipal Service Review (MSR) study area consists of a majority of the geographical area that the County of Marin considers the West Marin Planning Area. The planning area is made up of five distinct census tracts: 1130, 1311, 1321, 1322, 1330. The planning area generally consists of open space, agricultural lands, and small communities and stretches from Fort Cronkhite in the south to the Sonoma County line in the north. Despite encompassing such a large swath of land, the planning area represents only approximately 5% of the total population within Marin County. In addition, over the past ten years, the population within the planning area has seen an annual growth rate that is less than one-tenth of one percent.

The study area includes a wealth of public lands including the Golden Gate National Recreation Area, Mount Tamalpais State Park, Muir Woods, the Point Reyes National Seashore, and Tomales Bay State Park. Consisting entirely of unincorporated lands, no towns or cities reside within the study area, however, numerous census-designated places are scattered throughout. These communities include (but are not limited to) Bolinas, Inverness, Muir Beach, Stinson Beach, and Tomales. These communities are served by a number of municipal service providers that have been established over time to meet local conditions and needs. While jurisdictional boundaries define the geographical extent of an agency's authority and responsibility to provide services, there are several instances of overlapping boundaries and service responsibilities in the study area. These service arrangements and relationships for providing fire protection, parks and recreation, water, open space management, and other municipal services within the study area are described in this report. Maps of the study area can be seen below in Figures 4-1, 4-2, 4-3, and 4-4. Due to the size of the area involved and the overlaying of multiple agency boundaries, multiple maps were a necessity to show the scope of the study.

Figure 4-1: County Service Area No. 28 & Marin County Legal Boundary

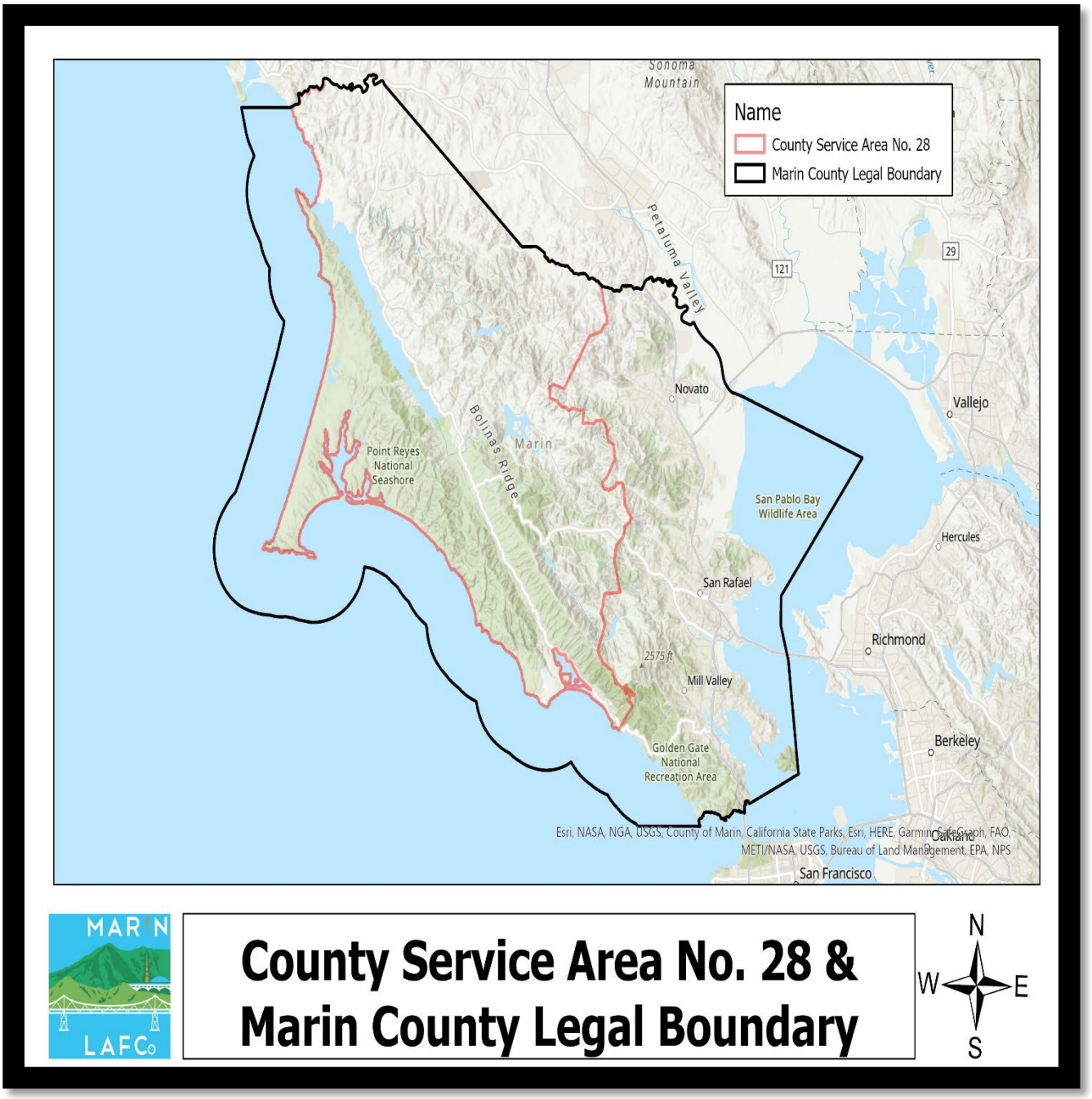


Figure 4-2: Marin County Resource Conservation District & Marin County Legal Boundary

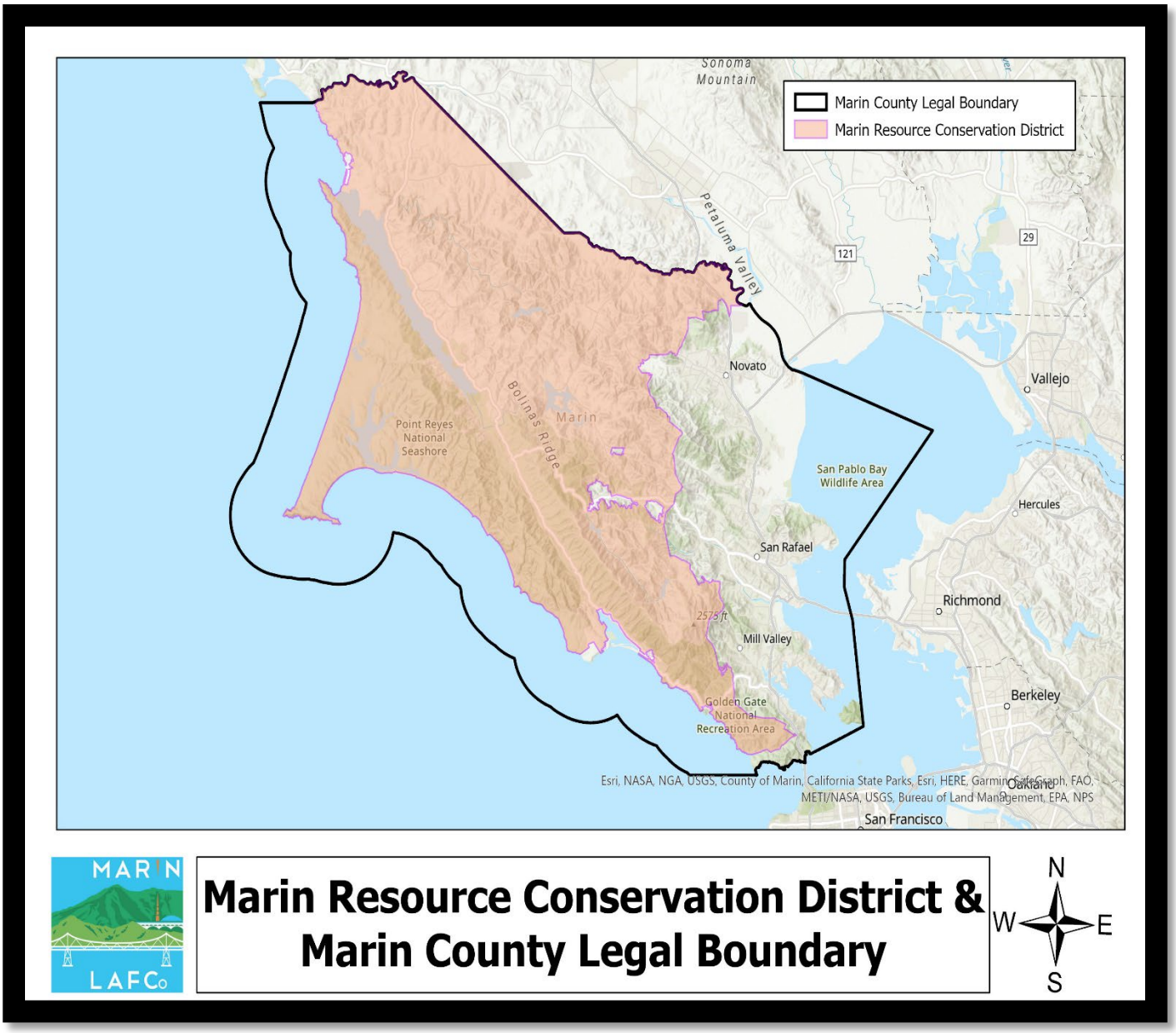


Figure 4-3: West Marin MSR Study Area – Northern Region Agencies

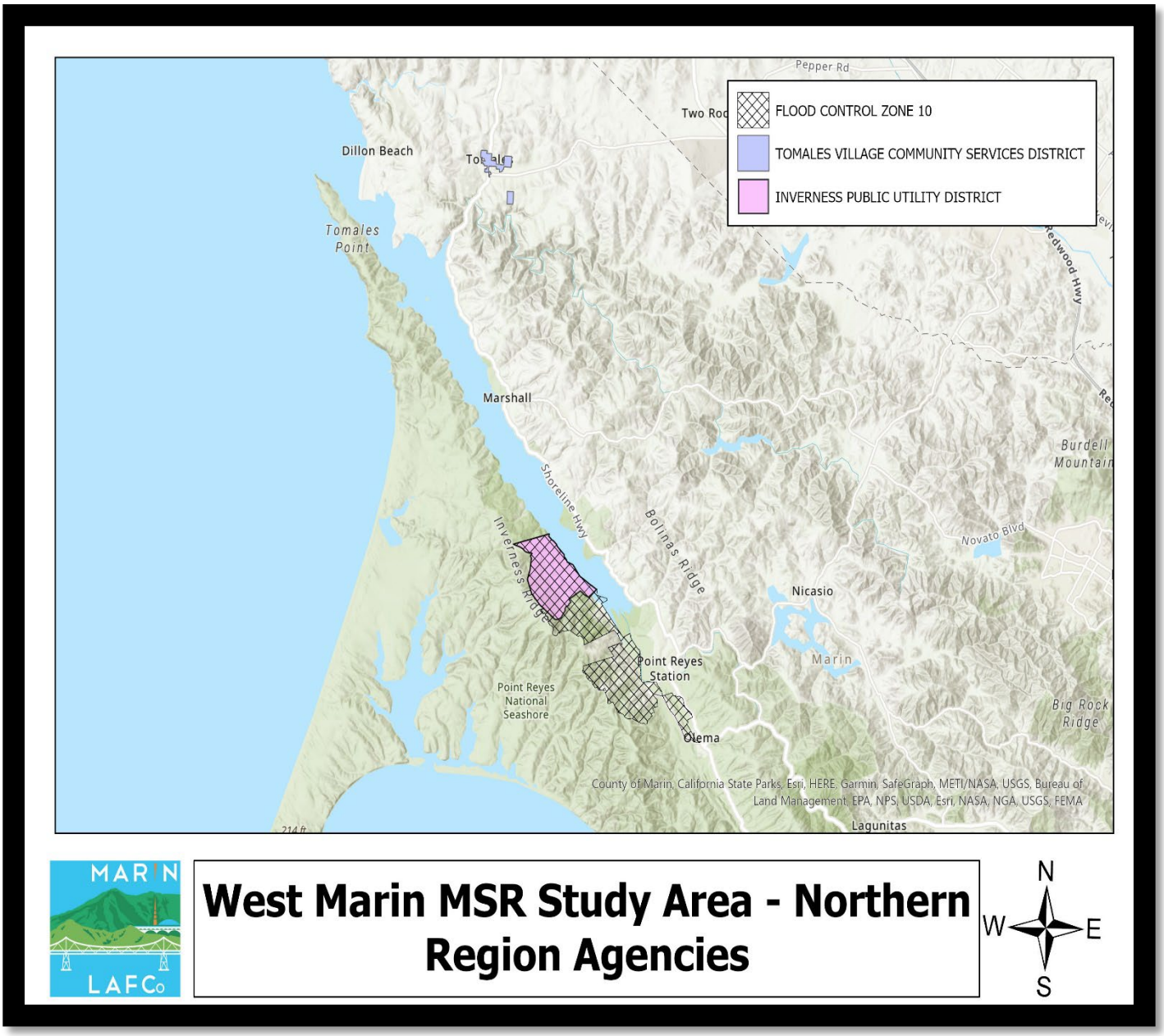
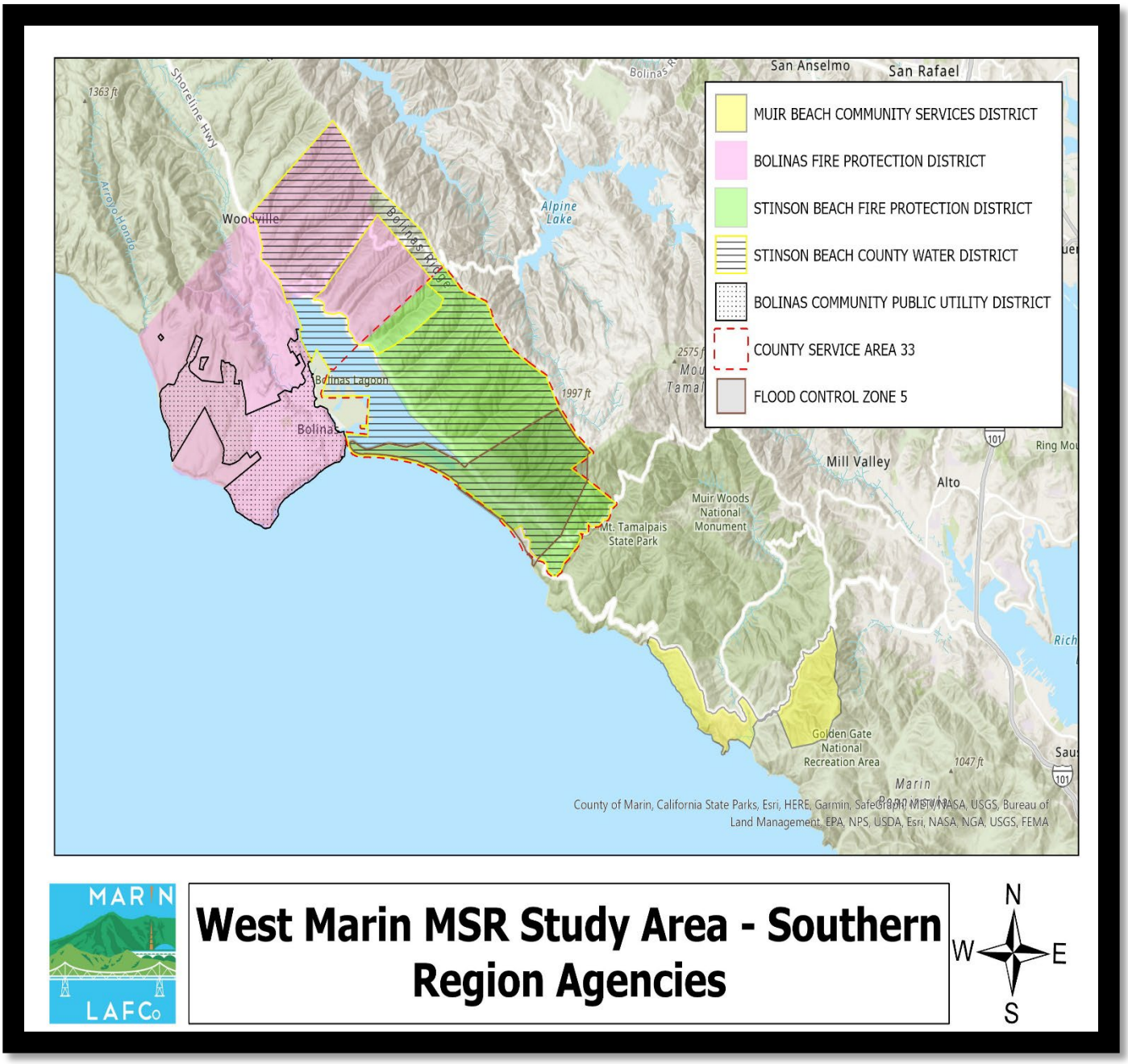


Figure 4-4: West Marin MSR Study Area – Southern Region Agencies



5.0 MARIN RESOURCE CONSERVATION DISTRICT

5.1 OVERVIEW

The Marin Resource Conservation District (MRCD) is a single-purpose special district that is organized under the State Public Resources Code, Division 9 (9001-9978) for the purpose of addressing local resource conservation needs. The district was formed by a vote of West Marin landowners on May 19, 1959. Resource Conservation Districts (RCD) typically focus on the conservation of soil and water resources in the forms of the prevention or control of soil erosion, control of runoff, and the development and distribution of water. RCDs can also be formed for the improvement of land capabilities, wildlife habitat restoration, forest fuel management, conservation education, and other purposes. Each RCD throughout the state of California is able to define its own local goals and objectives based on the issues and needs within its service area. Marin Resource Conservation District is currently one of 95 RCDs in California.

The district's jurisdictional boundary encompasses just over 257,000 acres (401 square miles), covering a majority of the rural acreage in the county. The service area covers 14 major watersheds within the county including Stemple Creek, San Antonio Creek, Tomales Bay, and Point Reyes National Seashore.

Table 5-1: Marin Resource Conservation District Overview

Marin Resource Conservation District			
Primary Contact:	Nancy Scolari	Phone:	(415)-663-1170
Main Office:	80 Fourth Street, Suite 202, Point Reyes Station, CA 94956		
Formation Date:	May 19, 1959		
Services Provided:	Local Resource Conservation Needs		
Service Area:	257,023 acres	Population Served:	≈ 12,000

5.2 FORMATION AND DEVELOPMENT

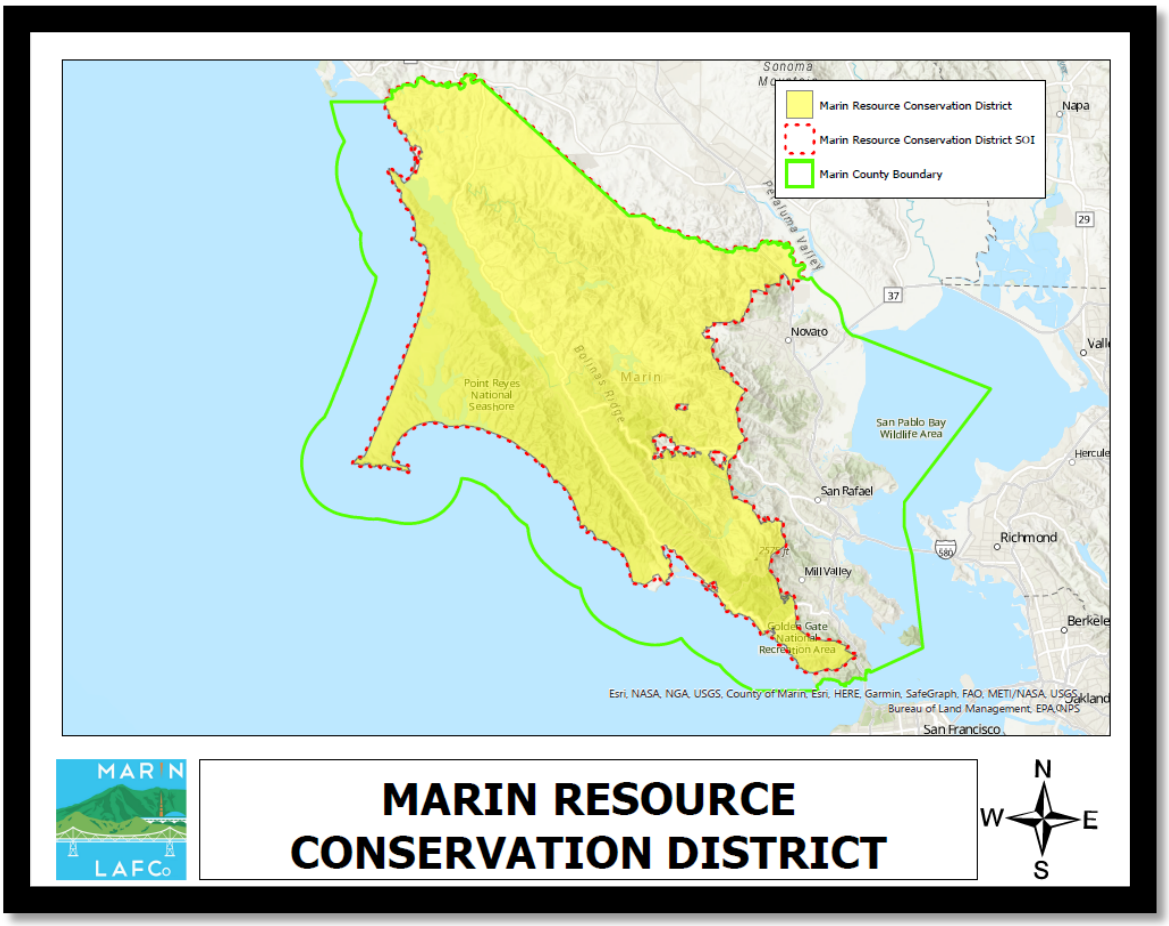
On April 27th, 1935, the Soil Conservation Service was established within the Department of Agriculture in order to assist rural landowners with soil conservation practices. The move was prompted by the Dust Bowl event of the 1930s that caused the drought-stricken Southern Plains region of the United States to endure severe dust storms that killed crops, livestock, and people across the entire region. While there were several contributing factors that led to the Dust Bowl, one of the major issues was the poor farming practices of the early 1900s.

The Homestead Act of 1862 provided settlers with 160 acres of public land and was followed by the Kinkaid Act of 1904 and the Enlarged Homestead Act of 1909. These legislative actions led to enormous influxes of new and inexperienced farmers across the great plains. Simultaneously, the price of wheat was skyrocketing due to increased demand from Europe during World War 1 which encouraged farmers to plow up millions of acres of native grassland to plant wheat, corn, and other row crops. As the United States entered the Great Depression, however, wheat prices bottomed out and farmers tore up even more grassland in an attempt to harvest other crops and break even. Crops began to fail with the onset of drought in 1931, which exposed the bare and over-plowed farmland. Without the deep-rooted prairie grasses to hold the soil in place in

combination with the dry conditions, it began to blow away and create massive dust storms with some reaching two miles high and traveling over 2,000 miles to the East Coast.

In 1939, the first California Resource Conservation District was formed in San Mateo County. Over time, more than 3,000 conservation districts would be formed across the United States. On May 19, 1959, the Marin Resource Conservation District was formed by a vote of West Marin landowners to provide non-regulatory soil and water conservation services to farmers and ranchers in Marin County. Since its formation, the district has provided these services as well as occasional soil erosion services for non-agricultural lands and watershed management projects, among other things, throughout West Marin. The district continues today to strive to offer these services in a manner that aligns with its mission statement, which aims to "…conserve and enhance Marin's natural resources, including its soil, water, vegetation, and wildlife."

Figure 5-1: Marin Resource Conservation District Jurisdictional Boundary and Sphere of Influence



5.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Upon its initial formation in 1959, the Marin Resource Conservation District's jurisdictional boundary was 294,456 acres (460 sq. miles), which encompassed approximately 88% of Marin County. In 1979, the boundary was adjusted to reflect the growth of urban areas throughout West Marin over the prior twenty years and the district's boundary decreased to just over 257,000

acres (401 sq. miles), which encompassed approximately 77% of Marin County. The adjusted boundary excluded the growing unincorporated residential areas of San Geronimo Valley, Woodacre, parts of Nicasio, Bolinas, and Stinson Beach.

MRCD's sphere of influence is coterminous with its jurisdictional boundary and was originally established by Marin LAFCo in 1984. There have been no changes to the sphere of influence since its original adoption. The last instance of the sphere of influence being reaffirmed was in 2008.

5.4 GROWTH AND POPULATION

The Marin Resource Conservation District encompasses a majority of the land that makes up what the County of Marin has designated as the West Marin Planning Area. The planning area is comprised of five census tracts: 1322, 1321, 1130, 1311, and 1330. According to 2020 U.S. Census Redistricting Data, the population of the planning area is 12,125, which is less than a 1% increase from the 2010 population number 12,005. The most recent census data shows the planning area to have 7,153 housing units. The current zoning for the area puts the theoretical buildout at 7,307 housing units. The district's boundary excludes a majority of the most populous census tract, 1130, which contains the communities of Woodacre and San Geronimo Valley. It also excludes a majority of census tract 1321 which contains the communities of Stinson Beach and Bolinas.

5.5 MUNICIPAL SERVICES

The Marin Resource Conservation District is a non-regulatory district that is responsible for land-use practices and policies that result in the conservation of soil, water, and other related resources. The district serves as a liaison between State, Federal, and local resources and private landowners to conserve the county's natural resources which are declared by the Legislature to be "of fundamental importance to the prosperity and welfare of the people of this state"[2]. The district helps to prioritize issues and implement programs within its service area. The district also serves in developing community interest and awareness in proper natural resources management.

The district provides a 5-year strategic plan[3] that aids in creating specific areas of focus targeted goals in each of those areas for that timespan. Each of the 5 goals is accompanied by numerous specific strategies to accomplish those goals. The current strategic plan encapsulates 2018-2022 and provides the following areas of focus and corresponding overarching goal statements:

- **Agricultural Viability –** Active support of our district's agricultural economy, viability, and cultural heritage
- **Water Quality and Quantity –** Protect and improve water quality and quantity
- **Soil Health and Air Quality –** Maintain and improve soil health and air quality
- **Flora and Fauna –** Conserve and enhance flora and fauna
- **Outreach and Education –** Provide outreach and education

[2] Division 9, Public Resources Code Article 1, Section 9001 (a)
[3] MRCD Strategic Plan 2018-2022

The district provides project planning, design services, construction management, program oversight, and funding to numerous types of conservation projects and programs ranging from permit coordination, to carbon farming, to riparian habitat restoration. Over the course of the past decade the district has worked collaboratively with local landowners and supporting agencies on over 68 major projects, and as the lead implementing agency on 61 major projects. These projects have been administered through over $8.5 million in government and private foundation grants. A list of these projects along with information on their status, timetables, funding, and descriptions can be viewed at the Resource Conservation District Project Tracker website.[4]

The district's current staffing level is 5.75 full-time equivalent (FTE) employees.

5.6 ORGANIZATION STRUCTURE

Board of Directors

The Marin Resource Conservation District has a five-member board that is elected to four-year terms through an at-large election. All directors are required to live and own land within the district's jurisdictional boundary, have served as an associate director for two years, or have been a designated agent of a resident landowner within the district. The Board of Directors maintains current certificates for the AB 1234 Ethics Training Compliance. Certificates for each of the board members can be viewed on the MRCD website. The Board of Directors meets regularly on the 2nd Wednesday of each month at 9:00 a.m. at the Marin County Farm Bureau Conference Room at 520 Mesa Road in Point Reyes Station.

Table 5-2: Marin Resource Conservation District Board of Directors

Member	Position	Term Expiration
Sally Gale	President	November 2022
Terry Sawyer	Treasurer	November 2024
Robert Giacomini	Director	November 2024
Mike Moretti	Director	November 2024
Peter Martinelli	Director	November 2024

5.7 ACCOUNTABILITY AND TRANSPARENCY

The Marin Resource Conservation District makes a concerted effort to maintain high accountability and transparency with all its activities. The MRCD website (www.marinrcd.org) provides information on Board meetings, financial reports, programs, projects, history, resources, partner agencies, and more.

Meeting and Agendas

The MRCD Board of Directors meets regularly on the 2nd Wednesday of each month at 9:00 a.m. at the Marin County Farm Bureau Conference Room at 520 Mesa Road in Point Reyes Station. Special meetings are held as needed to go over specific topics such as the annual budget.

[4] Marin RCD Project Tracker

Meeting agendas and minutes can be found on the MRCD website (www.marinrcd.org/news-resources/board-meetings/).

Annual Budget Review

The district's budget, typically adopted at the September Board of Directors meeting, provides overall control of revenue and expenditures including appropriations on a line-item basis and the means of financing them. While the District operates on a standard July 1 – June 30 fiscal year model, the agency's heavy reliance on funding provided by state and federal grants each year necessitates this delay in budget creation, proposal, and adoption in order to have a clearer picture of the funding they will be receiving. The Bookkeeper produces monthly reports on expense activity that assist the Executive Director in monitoring activities and programs. These reports are reported to the Board every month to assure budgetary compliance.

5.8 FINANCIAL OVERVIEW

Approximately 90% of all annual revenue for the Marin Resource Conservation District comes in the form of state and federal grants as well as local funding. Additional revenue comes from the the County of Marin to help offset operational costs, as well as a contract for services with the County of Marin for the District's creek stewardship to local landowners. Parts of the work that the MRCD performs for Marin County takes place outside of the district's boundary, however, this has been reviewed and approved under State Government Code Section 56133 (e)(1). The total anticipated revenue for the District for FY 2021-22 is $1,357,111, which would amount to a 24% increase over the previous fiscal year actuals. Approximately 45% of the district's annual expenses are in the form of service costs, 48% are salary and benefit costs, and 6% are administrative costs. MRCD's projected expenditures for FY 2021-22 are $1,342,788, which would be a 21% increase over the prior fiscal year's actuals.

Despite the uncertainty that annual grant funding can have, MRCD maintains a goal of providing a high level of community service while maintaining sustainable fiscal practices. The district has maintained budget surpluses for numerous years with the expenses only outpacing revenues by a small amount in FY 2020-21 due in large part to significantly reduced state and federal funding during the Covid-19 pandemic. The district maintains a policy of holding two separate reserve accounts. The first contains the district's unrestricted funds, up to $400,000, in order to pay vendors in advance of the district's receipt of payment from grantors. All payments from this fund are made at the discretion of the Board of Directors. The second account is funded as an operational reserve with the intent of providing six months of operational expenses if necessary. The maximum cap on this account is $150,000.

Financial Audit

The Marin Resource Conservation District annually has its financial statements audited in accordance with established governmental accounting standards. The district contracts with an outside accounting firm, Grant Bennet Associates, to perform the audit. The most recent audited financial statement was prepared for the fiscal year ending June 30, 2020.

Table 5-3: Marin Resource Conservation District Financial Audit Summary

Revenues	FY 2019 2020 Audit
Operating contributions and grants	$1,108,027
County grant	$221,491
Other	$5,708
Total Revenues	$1,335,226

Expenditures	FY 2019 2020 Audit
Personnel costs	$385,870
Services and supplies	$884,089
Total Expenditures	$1,269,959

5.9 SUSTAINABILITY

The Marin Resource Conservation District has played an integral part throughout its rich 62-year history in both the preservation of habitat and resources as well as preventative measures to defend against the ecological effects of poor land stewardship. A few of the notable accomplishments over that time include the following[5]:

- Preserved populations of coho salmon and steelhead
- Enhanced municipal water supply quality for Marin County in Stafford Lake watershed
- Improved water quality in Stemple Creek and Tomales Bay watersheds
- Improved water quality draining to shellfish production areas in Tomales Bay
- Improved wildlife diversity with 300% increase in neomigratory bird species following riparian revegetation
- Over 43 miles of stream fenced for livestock management
- Controlled approximately 700,000 cubic yards of sediment delivery to nearby streams
- Revegetated over 25 miles of riparian forest with over 35,000 native trees and shrubs

As agencies and municipalities throughout Marin County implement policies in an effort to combat climate change, one of MRCD's long-time conservation efforts has been shown to be an incredibly effective practice in this endeavor. A study by the University of California Cooperative Extension explored the carbon-capturing that takes place in areas that have undergone waterway habitat restoration. In this case, a specific look was taken at 42 waterways on ranches in Napa, Sonoma, and Marin Counties. The study revealed that one kilometer of repaired creek habitat can store as much as 4,419 tonnes of carbon and 16,217 tonnes of carbon dioxide and other greenhouse gases. The MRCD has aided in over 25 miles of riparian restoration which equates to over 80,000 tonnes of carbon sequestration. This amount is comparable to the emissions of approximately 62,000 vehicles in one year[6].

[5] A Half Century of Stewardship: programmatic review of conservation by Marin RCD & Partner Organizations
[6] Mitigating Greenhouse Gas Emissions through Riparian Revegetation

Lastly, since 2008 the district has been a founding partner in the Marin Carbon Project to assist local farmers and ranchers on the path to carbon beneficial practices. The Marin Carbon Project is a collective of independent agricultural institutions throughout Marin County striving to increase carbon sequestration in rangeland, agricultural, and forest soils by way of carbon farming. This term, carbon farming, essentially equates to implementing farming practices that capture and hold carbon in vegetation and soils to reduce greenhouse gas emissions. As of 2020, the Marin Resource Conservation District in its partnership with the Marin Carbon Project had completed 19 carbon farm plans with dozens more waitlisted to join in the effort. In the winter of 2021, the District received approval for $1,000,000 in grant funding from the California State Coastal Conservancy for the continued expansion of its carbon farming efforts. The funding, in conjunction with $667,000 in matching funds from 8 other entities, proposes to expand Marin County's existing Carbon Farming Program by: implementing 15-20 shovel-ready carbon farming practices (all riparian restorations), designing 15-20 more carbon farming practices, and writing 6 new carbon farming plans on newly participating farms. The work that the district has done in both building local awareness as well as fostering the trust of local landowners in its processes and practices is a significant component in the fight against climate change throughout Marin County.

6.0 STINSON BEACH FIRE PROTECTION DISTRICT

6.1 OVERVIEW

The Stinson Beach Fire Protection District (SBFPD) was established in March of 1958[7] as an independent special district. The SBFPD boundary surrounds just over 5.8 square miles of the Stinson Beach area of Marin County's Pacific Coast. The district serves a population of approximately 632 persons. The last Municipal Service Review that included the SBFPD was conducted in December of 2007 as part of the Stinson Beach Area Service Review and Sphere of Influence Update.

The primary function of SBFPD is to provide structural fire, emergency medical response, and disaster planning and response to the census-designated place (CDP) of Stinson Beach, as well as first responder services to the Mount Tamalpais State Park and Golden Gate National Recreation Area. The SBFPD also participates in the Marin County and California Mutual Aid System with nearby fire districts and responds to wildland fires as needed. The District is also a member agency of the Marin Wildfire Prevention Authority (MWPA). MWPA aids local fire agencies throughout Marin County with funding for fuel removal projects, defensible space evaluations, and other helpful resources. SBFPD is allocated .68% of MWPA's total annual funding.

Table 6-1: Stinson Beach Fire Protection District Overview

Stinson Beach Fire Protection District			
Primary Contact:	Chief Jesse Peri	Phone:	(415)-868-0622 ext 3
Headquarters:	3410 Shoreline Highway, Stinson Beach, CA		
Formation Date:	March 7, 1958		
Services Provided:	Fire Protection, Emergency Response, Disaster Planning		
Service Area:	3,754 acres	Population Served:	541

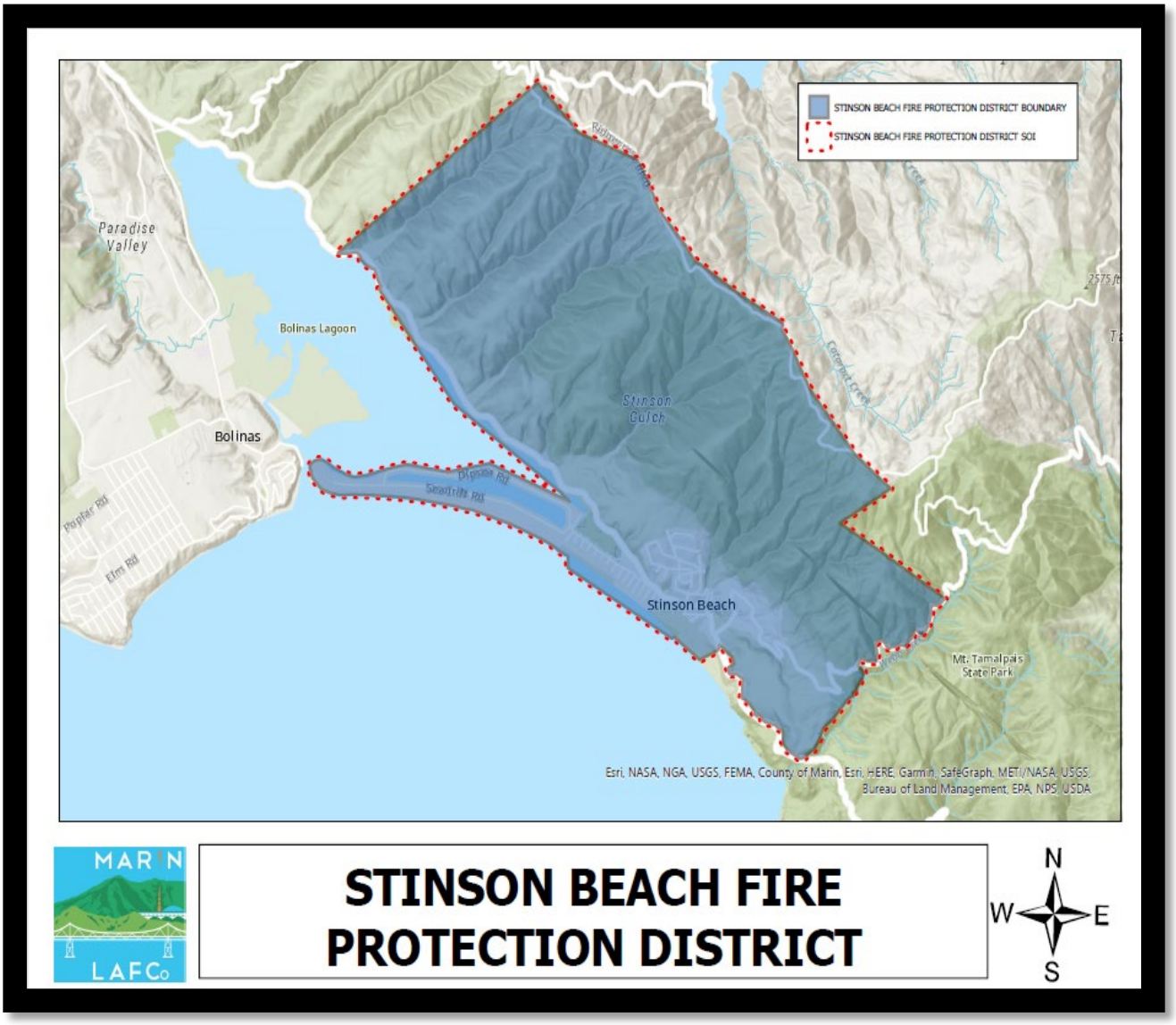
6.2 FORMATION AND DEVELOPMENT

The Stinson Beach Fire Protection District was established as an independent Special District whose legal authority and responsibilities are contained in the State of California Health and Safety Code Sections 13800-13970. While the official formation of the Stinson Beach Fire Protection District took place on March 7, 1958, historical documents show that the Stinson Beach Fire Department was most likely formed in 1921 and was the first organization created in Stinson Beach. This action was taken at the time by property owners within Stinson Beach that had structures on their properties contributing to a fund for the purchase of a large chemical fire extinguisher apparatus. The contributions ranged from $10 to $250. As it was not conjoined to any specific vehicle, the apparatus had to be towed to the necessary location for fire suppression efforts. The first firehouse was built by volunteers with materials that were purchased by funds raised in the community's 4th of July carnivals. The building was completed and the fire truck moved inside in June of 1949. The building was remodeled and expanded to hold three vehicles in 1970. The second firehouse was built in 1980 by an additional volunteer effort. The first

[7] SBFPD 17-18 Audit; Pg. 13

officially named Fire Chief of the district was William Airey in 1947. The Volunteer Ambulance Corps overseen by the District was established in 1962 and today is the only volunteer ambulance corps in the Bay Area and is one of only a handful in the entire state.

Figure 6-1: Stinson Beach Fire Protection District Jurisdictional Boundary and Sphere of Influence



6.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Stinson Beach Fire Protection District's service boundary, which currently encompasses just under 6 square miles, includes all of the residential areas of the census-designated place of Stinson Beach, including the Seadrift area, and stretches to encompass a majority of Ridgecrest Boulevard to the north. The SBFPD's northwestern boundary is contiguous with the Bolinas Fire Protection District's southeastern boundary. The area also encompasses privately and publicly owned parklands including portions of the Golden Gate National Recreation Area and the Mount

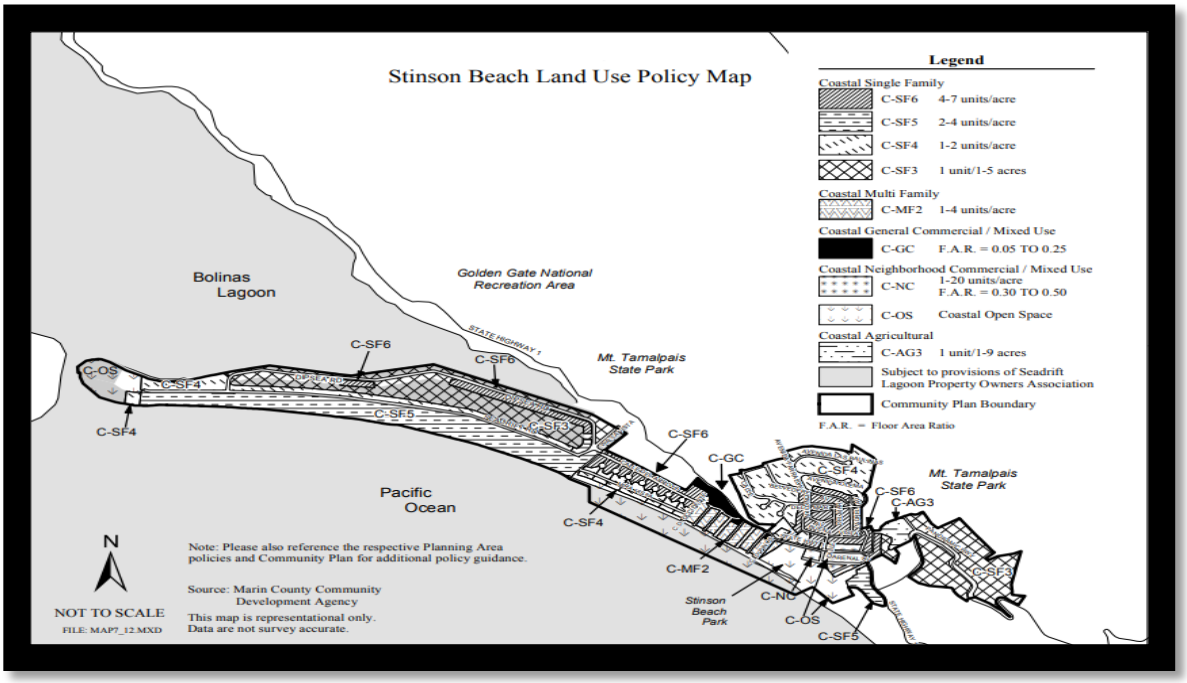
Tamalpais State Park. The District's sphere of influence is coterminous with its jurisdictional boundary. The sphere of influence was last updated in December of 2007.

6.4 GROWTH AND POPULATION

The Stinson Beach Fire Protection District encompasses the census-designated place (CDP) of Stinson Beach. According to 2020 U.S. Census Redistricting Data, the population of the CDP is 541, which is approximately a 14% decrease from the 2010 population number 632[8]. The most recent census data shows the CDP to have 751 total housing units, with only 290 of those units occupied. With the Stinson Beach area having numerous weekend residents, it is difficult to ascertain the actual full-time population. Due to this, the number of registered voters is another measurement of population that is used. According to 2020 U.S. Census Redistricting Data, the number of registered voters in Stinson Beach is 505.

According to the Stinson Beach Community Plan, Stinson Beach has limited opportunity for future expansion since federal and state lands (Golden Gate National Recreation Area and Mount Tamalpais State Park) and the Pacific Ocean surround the community. As such, all future residential and commercial development will occur within the existing developed area. Stinson Beach is already extensively developed and there remain few infill opportunities for growth. A map with the current zoning for the area is shown below in Figure 6-2.

Figure 6-2: Stinson Beach Land Use Policy Map



[8] 2020 US Census Redistricting Data

6.5 MUNICIPAL SERVICES

Fire Protection and Emergency Response

The SBFPD provides fire protection, emergency medical response, and disaster planning and response services. Incident call types fielded by the agency include rescue/emergency medical response, fire, service calls, good intention calls, severe weather and natural disasters, false alarm, and hazardous conditions (no fire). The District has one station that is staffed by two paid personnel daily from 8:00 a.m. to 5:00 p.m. The District has an additional annex facility that houses apparatus. SBFPD has 4 full-time exempt employees (1 Fire Chief, 2 Duty Officers, 1 Office Manager), as well as 17 volunteer firefighters. The Fire Chief oversees the general operations of the District in accordance with the policy direction of the Board of Directors. The Fire Chief is supported by two full-time Duty Officers as well as an Office Manager.

On April 1, 2021, Stinson Beach Fire Protection District was given a Class 4/4x Public Protection Classification (PPC) rating by the Insurance Services Office (ISO), an organization that independently evaluates municipal fire-protection efforts throughout the United States. Ratings range on a scale of 1 to 10. Class 1 generally represents superior property fire protection, and class 10 indicates that the area's fire suppression program does not meet ISO's minimum criteria.[9] While many communities receive a single number classification, many smaller and more rural communities receive a split classification to reflect the risk of loss more precisely. In the case of a split classification, the first number refers to the classification of properties within 5 road miles of a fire station and within 1,000 feet of a creditable water supply. The second number, with either the X or Y designation, applies to properties within 5 road miles of a fire station but beyond 1,000 feet of a creditable water supply (i.e. fire hydrant). ISO generally assigns Class 10 to properties beyond 5 road miles. The majority of insurance agencies throughout the country use the PPC classification for underwriting and calculating premiums on residential, commercial, and industrial properties. SBFPD's rating of 4/4x puts the district in the top 30% of fire protection agencies in the country. Figures 6-3 and 6-4 below show the breakdown of PPC rating data throughout both the United States and California.

[9] How the PPC Program Works

Figure 6-3: PPC Rating Distribution by Class Throughout California

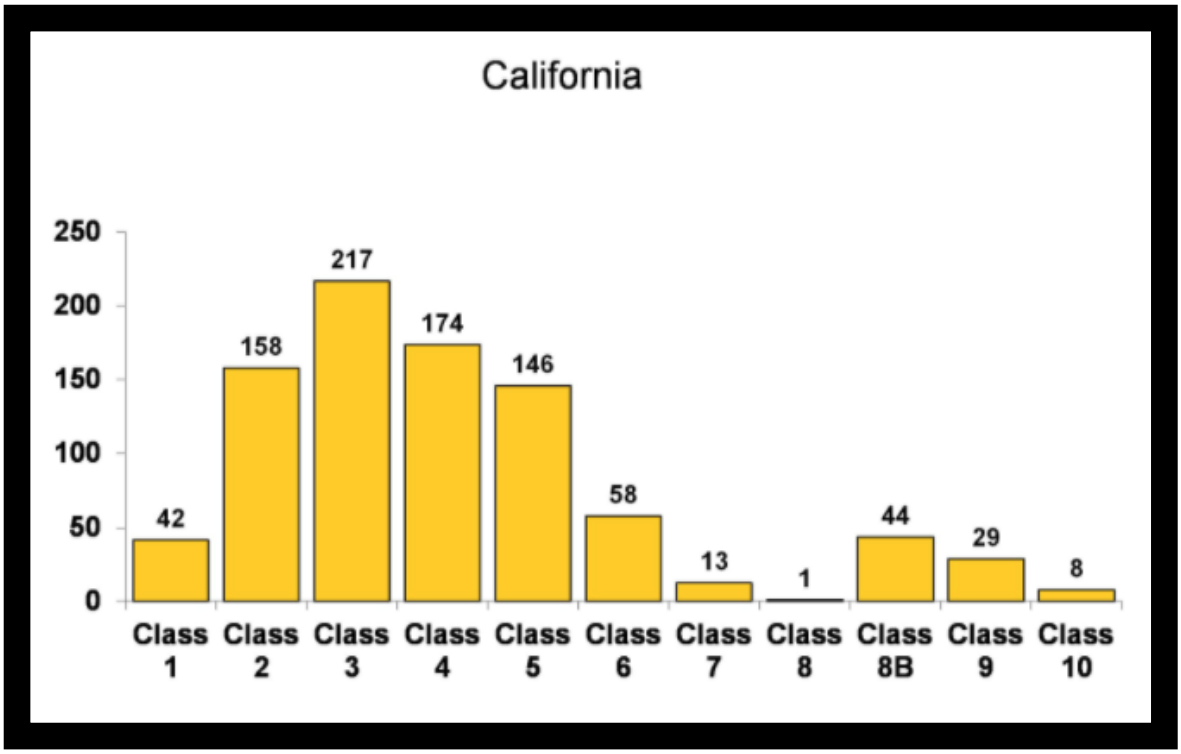
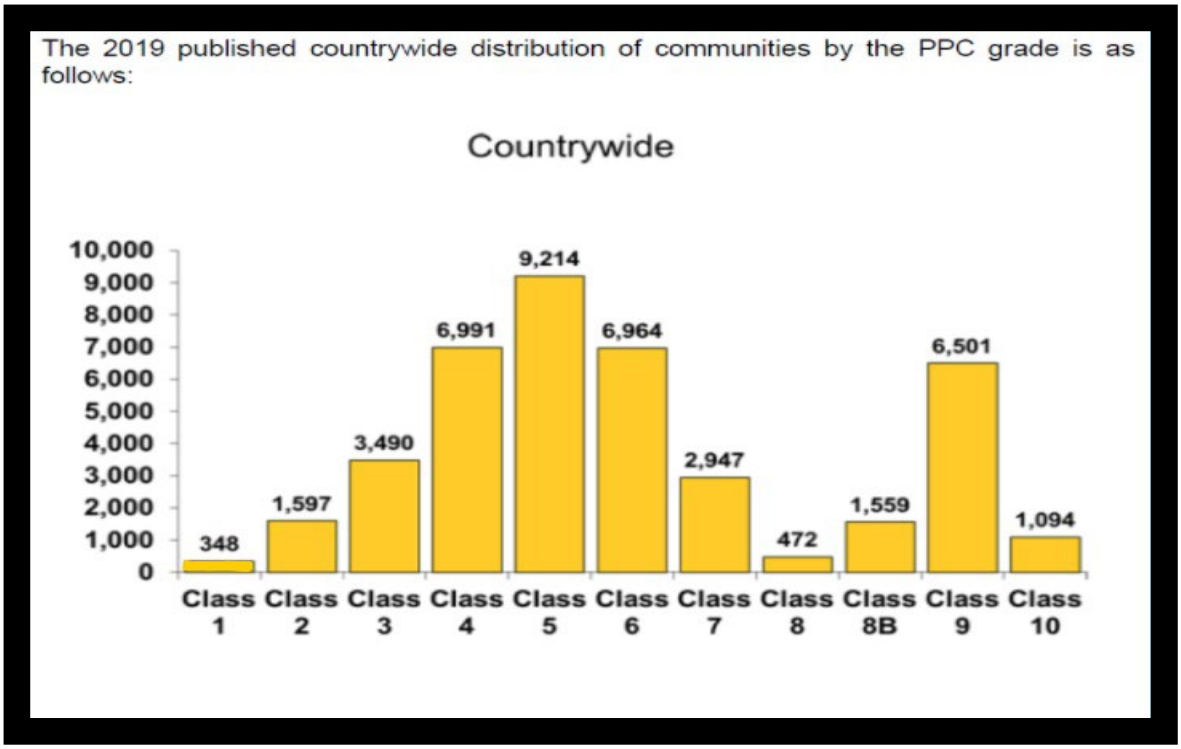


Figure 6-4: PPC Rating Distribution by Class Throughout the United States

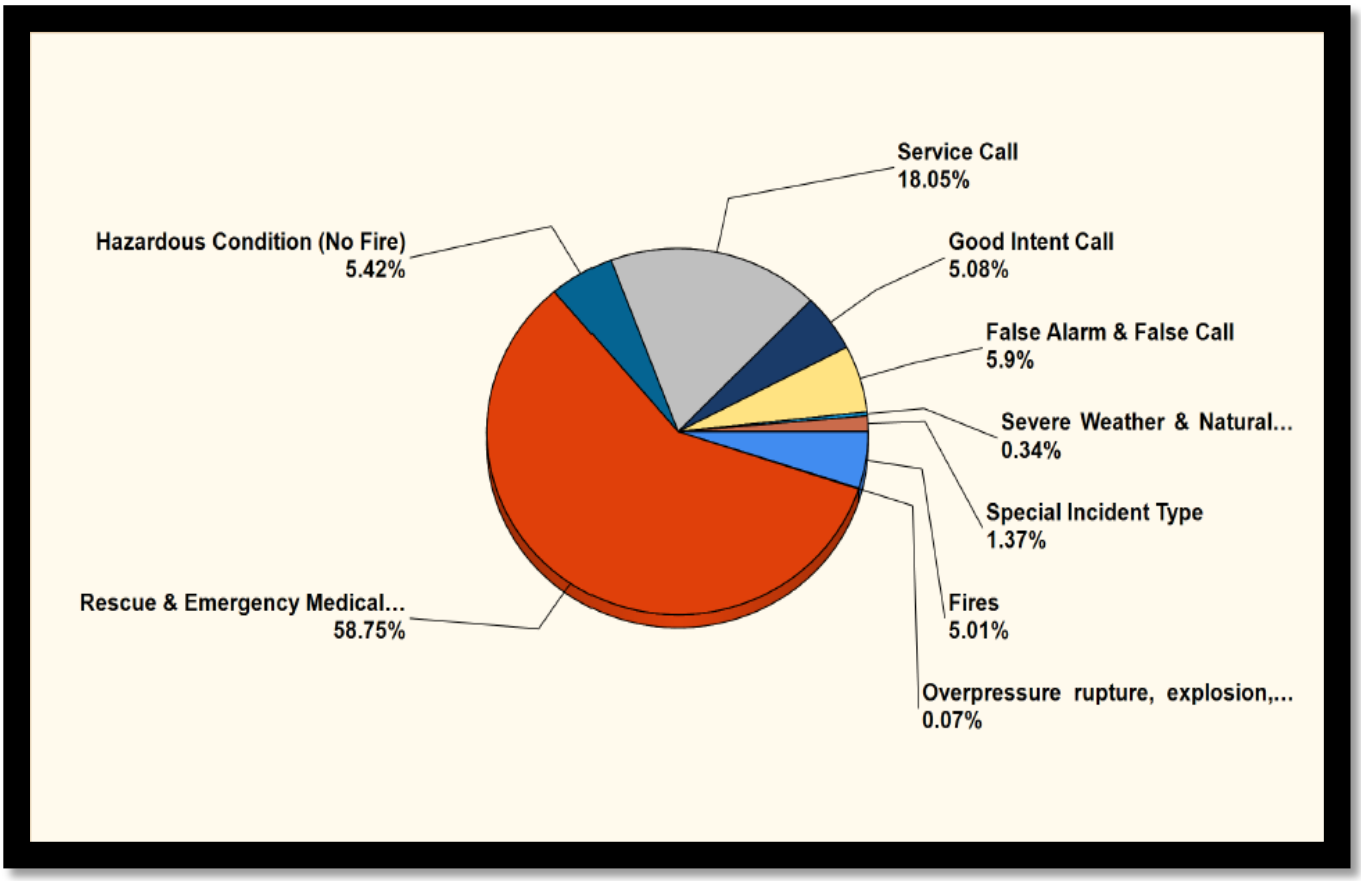


The SBFPD receives an average of 291 calls per year (2016-2021) with the majority being for Rescue and Emergency Medical Service. The District provides one of the only remaining volunteer ambulance programs in the state. Initially established in 1938, the Stinson Beach Ambulance Corps has 9 volunteer Emergency Medical Technicians (EMT). These EMTs staffing the District's ambulance, A91, are supported with advanced life support (ALS) services when necessary by the Marin County Fire Department from the station in Point Reyes. When support is unavailable from Point Reyes, aid is provided by the Southern Marin Fire Protection District from either Tam Valley or Mill Valley. During the high visitation summer months in the area, a part-time ALS ambulance is staffed by Marin County Fire Department to serve the areas of Stinson Beach, Bolinas, and Mount Tamalpais State Park.

The District also provides the area with water rescue services. With a large apportionment of the District's boundary being beachfront and the area being a popular visitation destination, the District has developed a program and trained a team of 10 rescue swimmers and 7 rescue watercraft operators. Water-based emergencies are responded to by way of tube and fin, paddleboard, or the District's water rescue craft.

Fire calls for the District over the past five years accounted for just over 5% of the total calls the district received. A summary of call numbers over the last 5 years is shown below in Figure 6-3.

Figure 6-5: Stinson Beach Fire Protection District Total Responses



Facilities and Apparatuses

The Stinson Beach Fire Protection District owns, operates, and maintains two fire stations with one concurrently used as its administrative building, and the other operating as an unstaffed annex. The stations are:

- *Station 1* – 3410 Shoreline Highway, Stinson Beach, CA 94970
- *Station 2 (Annex)* – 100 Calle Del Arroyo, Stinson Beach, CA 94970

The SBFPD also has a variety of apparatus that serves the community ranging from support vehicles to paramedic trucks. SBFPD's apparatus listed by station is provided below.

- *Station 1* – 1 Type 1 Engine, 1 Ambulance, 1 Type 3 Engine, 1 4x4 Utility Pickup Truck
- *Station 2 (Annex)* – Type 1 Engine, 1 Water Tanker, 1 Off-Road Utility Vehicle, 1 Rescue Water Craft

6.6 ORGANIZATION STRUCTURE

Board of Directors

The Stinson Beach Fire Protection District has a five-member board that is elected to four-year terms through an at-large election. All directors are required to live within the District's jurisdictional boundary. The Board of Directors maintains current certificates for the AB 1234 Ethics Training Compliance as well as AB 1666 Sexual Harassment Prevention Training. Certificates for each of the board members can be requested by contacting the SBFPD office. The Board of Directors meets regularly on the 4th Monday of each month at 5:00 p.m. at the Stinson Beach Fire Protection District Headquarters located at 3410 Shoreline Highway in Stinson Beach.

Table 6-2: Stinson Beach Fire Protection District Board of Directors

Member	Position	Term Expiration
Jeffrey Walsh	President	November 2024
James Ritchie	Vice President	November 2024
Robert Guidi	Director	November 2024
Mark White	Director	November 2022
Will Mitchell	Director	November 2022

6.7 ACCOUNTABILITY AND TRANSPARENCY

The Stinson Beach Fire Protection District makes a concerted effort to maintain high accountability and transparency with all its activities. The SBFPD website (www.stinsonbeachfire.org) provides information on Board meetings, financial reports, stations, history, apparatus, disaster preparedness, and more.

Meeting and Agendas

The SBFPD Board of Directors meets regularly on the 4th Monday of each month at 5:00 p.m. at the Stinson Beach Fire Protection District Headquarters at 3410 Shoreline Highway in Stinson Beach. Special meetings are held as needed to go over specific topics such as the annual budget. Meeting agendas and minutes can be found on the SBFPD website (www.stinsonbeachfire.org/boardmeetings).

Annual Budget Review

The District's budget, adopted no later than the June Board meeting each year, provides overall control of revenue and expenditures including appropriations on a line item basis and the means of financing them. The Bookkeeper produces monthly reports on expense activity that assist the Chief in monitoring activities and programs. These reports are reported to the Board every month to assure budgetary compliance.

6.8 FINANCIAL OVERVIEW

Approximately 80% of all annual district revenue[10] comes from property taxes. Additional revenue comes from the transient occupancy tax within the District's boundaries (9%), annual funding disbursement from the Marin Wildfire Prevention Authority (4%), and the West Marin Emergency Fund (.6%). The Stinson Beach Fire Protection District maintains a goal of providing a high level of community service while maintaining sustainable fiscal practices. Over the past three years of available audited financial statements, the District has ended with budget surpluses that have helped to bolster the District's net position. This year-over-year increase in net position is due primarily to a steady increase in home sales in the area over the past decade which in turn has increased property tax revenue.

Revenue

Revenue sources for the SBFPD come primarily from a portion of the 1% property tax on residents within its district boundaries. Of the 1% property tax, the SBFPD receives an average of 8.7% which amounts to approximately $1.0 million for FY 2021-22. The other major source of revenue for the District is the transient occupancy tax funding it receives, as well as an annual disbursement from the Marin Wildfire Prevention Authority by way of the voter-approved Measure C parcel tax. A breakdown of the most recent 5-year span currently available of audited actuals for expenditures and revenues for the district is available below in Table 6-3.

Table 6-3: Stinson Beach Fire Protection District Financial Overview

Fiscal Year	Revenues	Expenditures	Net
FY 2013-14	$671,382	$406,171	$265,211
FY 2014-15	$700,987	$468226	$232,761
FY 2015-16	$725,347	$528,993	$196,354
FY 2016-17	$821,433	$511,115	$310,318
FY 2017-18	$876,659	$520,930	$355,729

[10] Stinson Beach Fire Protection District Operating Budget FY 2020-21

Debt

The Stinson Beach Fire Protection District carries no long-term debt. Any large-scale purchases, like the recent acquisition of a parcel of land in Stinson Beach, are paid for by way of the District's reserves and grant funding. Additionally, there are no current pension or other post-employment benefit (OPEB) obligations as the agency offers retirement benefits to just its 4 full-time employees. These benefits are provided through the International City/County Management Association (ICMA) and are paid for annually in full. While the District currently has no official reserve fund policy for maintaining a specific level of reserve funds, SBFPD has consistently maintained reserves of approximately 15% of annual operating costs over recent years. The District is currently contracted with a private firm to assist in building out its formal policies and bylaws.

Financial Audit

The Stinson Beach Fire Protection District has its financial statements audited on a biennial basis. The District contracts with an outside accounting firm, most recently Maher Accountancy, to conduct the audit. The most recent audited financial statement was prepared for the fiscal year ending June 30, 2018.

Table 6-4: Stinson Beach Fire Protection District Financial Audit Summary

Revenues	FY 2017 2018 Audit
Property Taxes	$771,724
ERAF	$54,057
West Marin Emergency Fund	$7,490
HOPTR subvention	$3,801
Assessments and other taxes	$23,514
Other State Aid	$7,102
Investment Earnings	$2,719
Miscellaneous	$6,252
Total Revenues	$876,659

Expenditures	FY 2017-2018 Audit
Capital	$29,995
Maintenance	$210,914
Salaries	$280,021
Total Expenditures	$520,930

6.9 WILDLAND FIRE PREPAREDNESS

Local agencies such as the Stinson Beach Fire Protection District play a critical role in protecting natural resources and the environment. Extended periods of drought, changing climate patterns, wind, and low humidity has the potential to increase the occurrence and severity of wildland fires which could threaten structures and lives in the Wildland Urban Interface.

The SBFPD participated in the Community Wildfire Protection Plan that was released in 2020. This was a collaborative effort among fire agencies in the county, local fire organizations

including FIRESafe Marin, land management agencies, and community stakeholders. Through this effort, areas of concern throughout the county were identified based on population, fire behavior, vegetation, and other factors. Additionally, several goals were stated and associated action items were created to better prepare the county for wildland fires. One such goal is to "Increase awareness, knowledge, and actions implemented by individuals and communities to reduce human loss and property damage from wildland fires, such as defensible space and fuels reduction activities, and fire prevention through fire safe building standards". The SBFPD is working towards providing more education to the community about this topic. The District offers guidelines on its website for community members to create a personal preparedness plan to help residents stay informed and be ready to evacuate quickly if necessary. The District has also prioritized projects aimed towards defensible space such as chipper days to help reduce fire hazards throughout neighborhoods in Stinson Beach, and the mowing of the Highlands in order to help create a greater fuel break.

7.0 STINSON BEACH COUNTY WATER DISTRICT

7.1 OVERVIEW

The Stinson Beach County Water District (SBCWD) was established in 1962 as an independent special district under Sections 30000-33900 of the California Water Code. The SBCWD boundary surrounds just over 9.3 square miles of the Stinson Beach area of Marin County's Pacific Coast. The district serves a population of approximately 2,102[11] persons. The last Municipal Service Review that included the SBFPD was conducted in January of 2016 as part of the Countywide Water Municipal Service Review.

As a multi-purpose agency, SBCWD provides potable water, solid waste, and onsite wastewater management to the census-designated place (CDP) of Stinson Beach. The District's potable water supplies are collected locally from creeks and groundwater sites with Sinson Gulch Creek serving as SBCWD's primary source.

Table 7-1: Stinson Beach County Water District Overview

Stinson Beach County Water District			
Primary Contact:	Ed Schmidt	Phone:	(415)-868-1333
Main Office:	3785 Shoreline Highway, Stinson Beach, CA		
Formation Date:	November 1962		
Services Provided:	Potable Water, Onsite Waste Water Management, Solid Waste		
Service Area:	5,975 acres	Population Served:	2,102

7.2 FORMATION AND DEVELOPMENT

The Stinson Beach County Water District was formed in 1962 by way of the County of Marin approving the official service area and the residents within the boundary voting to approve the formation. The driving force behind the creation of the district was the necessitation of management of – both directly and indirectly – wastewater service within the growing community due to concerns about septic tank seepage into open waters. In addition to wastewater management, the district was also authorized to provide solid waste and water services, though these powers were not immediately activated.

In 1972, the Golden Gate National Recreation Area (GGNREA) was established and covered just under one-third of SBCWD's jurisdictional boundary. This new public land designation, in combination with the already established Mount Tamalpais State Park, meant that approximately 80% of the district's boundary was composed of public use lands.

Between 1965 and 1974, ten different sewer studies were completed on the area. Each of the studies was rejected for a myriad of reasons such as excessive cost, the potential for inducing population growth and density, environmental concerns, and project reliability. A sewer plan was finally taken to a bond election in 1974 and was defeated by the voters by a count of 205 to 146. In that same 1974 election, SBCWD was approved by a ballot measure to purchase the

[11] Population served calculated through the means given in California Code of Regulations Section 64412

Stinson Beach Water Company from its then-owner, George Leonard, who was the largest landowner in the Stinson Beach area with 2,200 acres. The purchase included all related water rights and facilities that had been previously merged from Leonard's purchase and consolidation of the Stinson Water Company and Golfito Water Company in 1965.

In 1977, special legislation was adopted amending California Water Code that provided SBCWD the authority to regulate private septic systems within its jurisdictional boundary. This legislation received support from the County of Marin and empowered SBCWD to regulate, prohibit, and control public and private septic systems through a district permitting process. In the same calendar year, the voters within SBCWD's boundary approved a $600,000 bond measure to upgrade the district's water system in order to repair the distribution system as well as create additional storage tanks. The work from this measure was completed in full in 1983.

In 2006, SBCWD completed and adopted an Urban Water Management Plan to assess water reliability for the District over the coming 20 years. California State law requires every urban water supplier that either provides over 3,000 acre-feet of water annually or serves more than 3,000 or more connections to assess the reliability of its water sources over a 20-year planning horizon considering normal, dry, and multiple dry years as part of an Urban Water Management Plan. As the district is well below both of these thresholds, the creation and the adoption of the plan was done voluntarily.

7.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Stinson Beach County Water District's service boundary currently encompasses just over 9.3 square miles and covers 5,975 acres of unincorporated Marin County. Approximately one-fourth of that acreage (1,445) is underwater within the Bolinas Lagoon. A majority (approximately four-fifths) of the land within the jurisdictional boundary is made up of the undeveloped public lands of the Golden Gate National Recreation Area and Mount Tamalpais State Park. The jurisdictional boundary has remained entirely unchanged with no recorded boundary changes since LAFCos were created in 1963.

The District's sphere of influence was established by Marin LAFCo in December of 1984. Both the sphere of influence and the jurisdictional boundary purposely exclude the noticeable land area within the middle of the boundary that is owned by the Audubon Society. This area is approximately 1,440 acres. The sphere of influence was most recently updated in 2007 and remains coterminous with its jurisdictional boundary.

Figure 7-1: Stinson Beach County Water District Jurisdictional Boundary and Sphere of Influence

7.4 GROWTH AND POPULATION

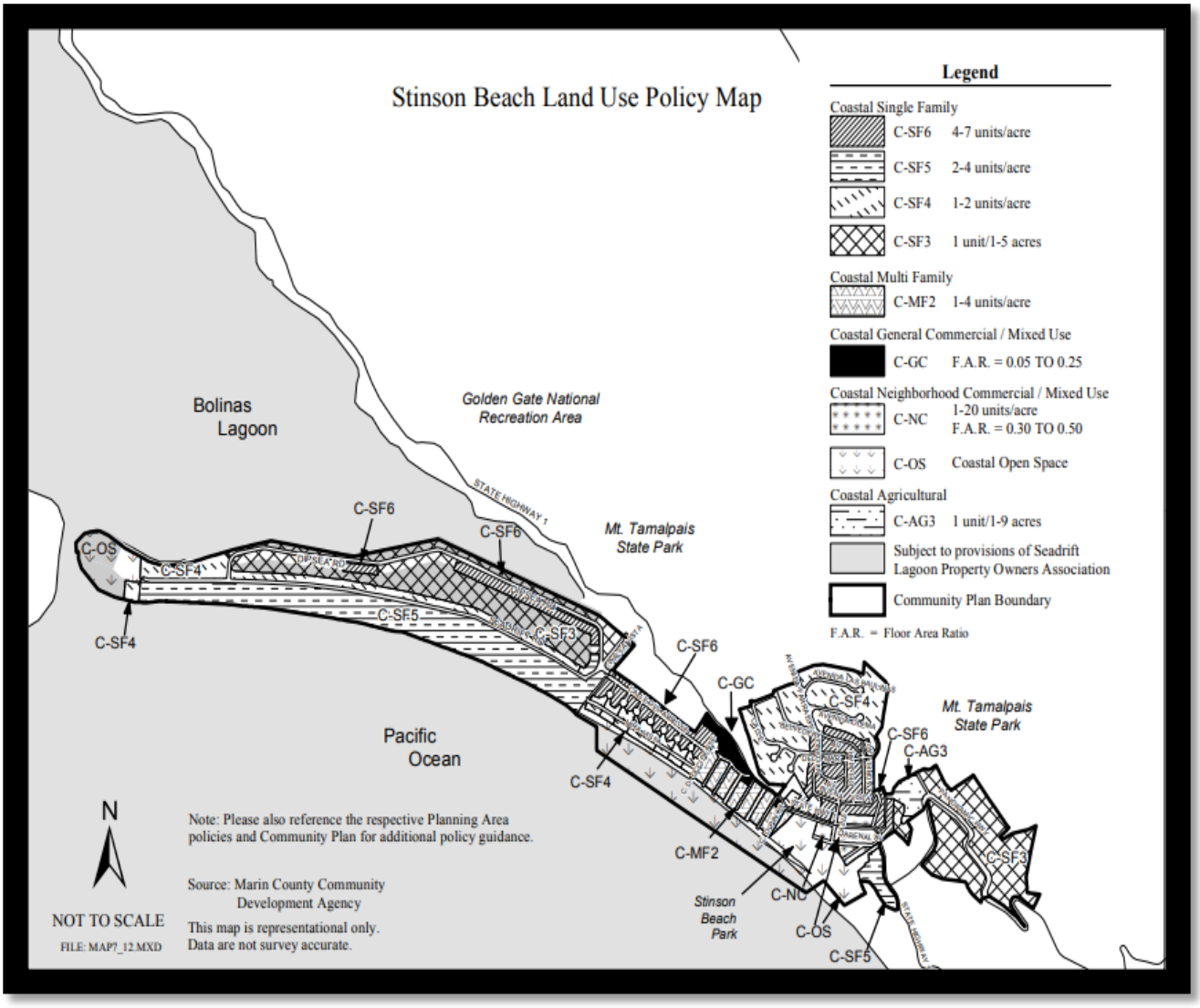
The Stinson Beach County Water District encompasses the developed community of Stinson Beach. According to 2020 U.S. Census Redistricting Data, the population of the CDP is 541, which is approximately a 14% decrease from the 2010 population number 632[12]. The most recent census data shows the CDP to have 751 total housing units, with only 290 of those units occupied. With the Stinson Beach area having numerous weekend and seasonal residents, it is difficult to ascertain the actual full-time population. California Code of Regulations Section 64412 identifies three methods to calculate the number of persons served by a public water

[12] 2020 US Census Redistricting Data

system: census data, service connections multiplied by 3.3, or living units multiplied by 2.8. With recent census data giving a housing unit total of 751, it can be calculated that the number of individuals served by SBCWD is approximately 2,102.

According to the Stinson Beach Community Plan, Stinson Beach has limited opportunity for future expansion since federal and state lands (Golden Gate National Recreation Area and Mount Tamalpais State Park) and the Pacific Ocean surround the community. As such, all future residential and commercial development will occur within the existing developed area. Stinson Beach is already extensively developed and there remain few infill opportunities for growth. A map with the current zoning for the area is shown below in Figure 7-2.

Figure 7-2: Stinson Beach Land Use Policy Map



7.5 MUNICIPAL SERVICES

Potable Water

The Stinson Beach County Water District provides retail potable water services through its own supply, treatment, storage, and distribution facilities. The distribution system spans approximately 10 miles with the original service lines of the system having been laid as far back as 1904. The District's water supplies are locally sourced from both surface water and groundwater lying within approximately 4 square miles of the Pine Gulch Watershed in the southern portion of the District. The multiple sources within this area combine to provide SBCWD with an estimated maximum available annual yield of 1,262 acre-feet based on the current capacities of flow and pumping infrastructure.

Historically, surface water has accounted for a slight majority of all annual potable water supplies that are utilized by the District, though annual averages fluctuate depending upon precipitation yield. This supply is generated by way of four area creeks: Blackrock Creek, Fitzhenry Creek, Stinson Gulch Creek, and Webb Creek. SBCWD diverts water from each of the surface sources through pre-1914 appropriative rights with the State Water Resources Control Board. Any appropriative water right[13] that was acquired before 1914 is called a pre-1914 appropriative water right and allows the holder of that right to forgo the necessitation of a water right permit unless the use of water from that source has increased since 1914. Stinson Gulch Creek serves as the main surface source and typically accounts for approximately 40% of all annual surface water diversions by the District. The diversion point to Stinson Gulch Creek is located at a higher elevation in relation to the remainder of the water system and directs water by gravity to SBCWD's treatment facilities. The Diversion points at Black Rock Creek and Fitzhenry Creek are also located at higher elevations and provide gravity delivery to the treatment facilities and typically make up the remaining majority of the District's annual surface water supplies. Obtaining water from Webb Creek requires the use of a pump station to transport water from the source to the treatment facility and it is therefore used on a fairly infrequent basis. The estimated total annual maximum yield for these four surface sources is 1,072 acre-feet.

Groundwater accounts for the remaining potable water supply for SBCWD and is obtained by the pumping of four different wells within the District's jurisdictional boundary. These wells do not require permits from the State Water Resources Control Board as they are pumped from local aquifers. The primary well for the District's groundwater production is the Alder Grove Well. The well is approximately 80 feet deep and resides towards the southern end of the Stinson Gulch Creek. The Ranch Well, sitting just to the north of the Alder Grove Well, and the Highland Well, situated to the east of the Alder Grove Well, are each slightly less productive than Alder Grove albeit still regularly used. The Ranch Well was drilled in 1981 and has a depth of approximately 104 feet while the Highlands Well, also drilled in 1981, has a depth of

[13] An appropriative water right is water taken for use on non-riparian land or water that would not be there under natural conditions on riparian land. Water right permits and licenses issued by the State Water Board are appropriative rights.

approximately 265 feet. The remaining Steep Ravine Well was drilled in 2010 and has an approximate depth of 310 feet. This source is used only as an emergency source. The pumping capacity of each well is as follows: Alder Grove – 70 gallons per minute; Ranch – 23 gallons per minute; Highlands – 20 gallons per minute; Steep Ravine – 5 gallons per minute. The maximum annual yield for these four wells, if they were to pump continuously, would be 190.5 acre-feet. The District's annual average potable water yield from both surface water and groundwater combined is approximately 136 acre-feet.

The water that is produced and collected by SBCWD at seven of its eight surface water and groundwater sources receives treatment at the Laurel Treatment Facility. The Laurel Treatment Facility, also referred to as the Laurel Plant, processes the raw water from Stinson Gulch Creek, Black Rock Creek, Fitzhenry Creek, Webb Creek, Ranch Well, Highlands Well, and Steep Ravine Well. The Laurel Plant was constructed in 2012 and provides membrane filtration treatment to coagulate and separate solids with the assistance of two chemical agents: aluminum sulfate and polymer. A third chemical agent of sodium hypochlorite (chlorine) is added to the filtered water before settling into a 320,000-gallon clearwell tank. The daily treatment capacity of the Laurel Plant is approximately 200 gallons per minute with a maximum total of 288,000 gallons or .88 acre-feet of treated water production.

The groundwater taken from the Alder Grove Well is treated through an onsite flash contact tank chamber injected with chlorine. Treatment capacity for the Alder Grove Well is directly tied to the well pump and is currently tested to provide a maximum yield of 70 gallons per minute with a daily maximum total of 101,000 gallons or .31 acre-feet.

The distribution system for SBCWD contains roughly ten miles worth of mains and overlays five connected pressure zones. The main pressure zone provides water to the downtown area of Stinson Beach as well as the surrounding areas in the Calles and Seadrift. This pressure zone relies on gravity recharge from the Alder Grove Well as well as the Laurel Clearwell Tank. The other four pressure zones all reside at higher elevations and require pumping from the Laurel Clearwell Tank's pump station. From this pump station, water enters three separate Highlands pressure zones (Highlands One, Highlands Two, and Highlands Three) and is stored in one of two 320,000 gallon storage tanks that combine to hold approximately 1.96 acre-feet. A separate pump station in the Highlands is used to push water to the fifth and final pressure zone, Steep Ravine. This pressure zone serves the upper Panoramic Highway area and relies on a single storage tank with a 225,000-gallon capacity. There are a total of 734 active potable water service connections within the District with 28 of those connections being non-residential. None of the current connections reside outside of the District's jurisdictional boundary.

Stinson Beach County Water District collects fees for its water service by way of two separate monthly charges: service charge and usage charge. The usage charge is set by a Board of Director's ordinance and is intended to provide full cost-recovery for the daily operation of the water system. The service charge was last updated by the Board in 2010 and is constructed in a tiered manner with rates to escalate based upon consumption. The service charge is based on meter size with the majority of the District's users having a 3/4" meter that carries a monthly

charge of $38.55. SBCWD also collects a water connection fee for new customers. The connection fee for a single-family home is $17,500.

Onsite Wastewater Management

At its inception, onsite wastewater management was the only service provided by the Stinson Beach County Water District. The need for this service was the driving force behind the creation of the District and would remain as the only service provided for the first twelve years. Between 1975 and 1977, the private consulting firm of Eutek Engineering performed a study that indicated that on-site management for wastewater was the best option for the area moving forward and the study offered the District a road map developing procedures and regulations to help move forward. In 1978 the District adopted its set of rules and regulations governing onsite wastewater management within the jurisdictional boundary, and the San Francisco Regional Water Quality Control Board passed Resolution 78-01 to allow for continued use of systems in the area under the management of SBCWD. In 1988 the District was given the authority for permitting new systems which was previously solely the power of the County of Marin, and in 1994 the District's Board of Directors updated the Wastewater Code after sixteen years of use. The code eliminated the older relaxed repair standards, standardized design specifications for sand filters, and required the installation of a system that meets the current code if there is new construction on a property.

Today, the District is viewed as one of the key models for success, having been included as an example in "Model for Success In On-Site Wastewater Management" published in the Journal of Environmental Health. The District's Onsite Wastewater Management Program was also described as "…successful in demonstrating the technical and financial viability of onsite systems serving the wastewater needs of an existing community" by an expert in the field, William Whipple Junior. The District offers its residents renewable 2-year permits for onsite systems that are subject to routine inspection. The District requires that homeowners file information on all contractors used to perform service and homeowners are required to apply for necessary permits regarding their systems during the construction and maintenance processes. The District also maintains the right of entry to the property if owners do not cooperate.

Solid Waste Removal

SBCWD provides the residents within its jurisdictional boundary with solid waste (garbage) management by way of a contract with the waste removal company Recology. The contract for service was initially agreed to in April of 1990 with Shoreline Disposal Inc. In 2017, Shoreline Disposal Inc. was purchased by Recology, and by approval of the Board of Directors for SBCWD, the contract was assigned to the purchasing entity. The most recent update to the contract was May of 2021. Recology charges the District's residents fees for services that are agreed upon by the SBCWD Board of Directors. SBCWD receives trash collection service from Recology free of charge to seven District-owned locations.

7.6 ORGANIZATION STRUCTURE

Board of Directors

The Stinson Beach County Water District has a five-member board that is elected to four-year terms through an at-large election. All directors are required to live within the District's jurisdictional boundary. The Board of Directors maintains current certificates for the AB 1234 Ethics Training Compliance that can be viewed on the District's website. The Board of Directors meets regularly on the 3rd Saturday of each month at 9:30 a.m. at the Stinson Beach County Water District Administrative Office located at 3785 Shoreline Highway in Stinson Beach.

Table 7-2: Stinson Beach County Water District Board of Directors

Member	Position	Term Expiration
Barbara Boucke	Director	November 2024
Lawrence Baskin	Director	November 2024
Sandra Cross	President	November 2024
Morey Nelsen	Vice-President	November 2022
Jim Zell	Director	November 2022

Administration

The Board of Directors of SBCWD appoints a General Manager who serves on an at-will basis to oversee all District activities. The General Manager oversees seven employees that include a supervisor dedicated to overseeing the water system, one water plant operator, one wastewater inspector, two utility operators, and two office employees.

7.7 ACCOUNTABILITY AND TRANSPARENCY

The Stinson Beach County Water District makes a concerted effort to maintain high accountability and transparency with all its activities. The SBCWD website (www.stinson-beach-cwd.dst.ca.us) provides information on Board meetings, financial reports, services, history, water conservation, disaster preparedness, and more. At this time the District is meeting all of the requirements by the State of California for a public agency website.

Meeting and Agendas

The SBCWD Board of Directors meets regularly on the 3rd Saturday of each month at 9:30 a.m. at the Stinson Beach County Water District Administrative Office located at 3785 Shoreline Highway in Stinson Beach. Special meetings are held as needed to go over specific topics such as the annual budget. Meeting agendas and minutes can be found on the SBCWD website (www.stinson-beach-cwd.dst.ca.us/bmm.html).

Annual Budget Review

The District's budget, adopted no later than the June Board meeting each year, provides overall control of revenue and expenditures including appropriations on a line item basis and the means of financing them. The Office Assistant produces monthly reports on expense activity that assist

the General Manager in monitoring activities and programs. These reports are presented to the Board every month to assure budgetary compliance.

7.8 FINANCIAL OVERVIEW

Revenue sources for SBCWD are split between two main sources. The first, charges for service, makes up approximately 40% of the District's annual revenue and is derived from the sale of water and wastewater permitting and monitoring fees. The remaining 60% is composed primarily of ad valorem property tax and supplemented by Educational Revenue Augmentation Fund (ERAF) tax monies as well as investment and interest accrual. While the revenues for charges for services have seen slight declines over the past three fiscal years due to diminished water usage and minimal new water connection fees, total revenue has not declined due to the rising property values within the District's boundary. The projected revenue for the District for fiscal year 2021-22 is $2,484,644. The average year-end revenues for the SBCWD over the past 5 audited years (FY 2015-16 to FY 2019-20) has been $2,398,301.

The primary annual expense for the District comes in the form of staff salary and benefits (approximately 55%). The total projected expenses for the District for FY 2021-22 totaled $2,119,135. The average year-end revenues for the SBCWD over the past 5 audited years has been $2,060,946. A breakdown of the past 5 audited years of revenues and expenses can be seen below in Table 7-3.

Table 7-3: Stinson Beach County Water District Financial Audit Summary

Revenue	FY 2019 20	FY 2018 19	FY 2017 18	FY 2016 17	FY 2015 16	Averages
Charges for Services	$994,713	$1,077,626	$1,177,483	$1,102,351	$1,023,447	$1,075,124
Investment and Interest	$186,099	$18,907	$56,725	$42,822	$41,052	$69,121
Property Taxes	$1,302,096	$1,158,309	$1,093,170	$1,012,187	$912,371	$1,095,626
Grant Revenues	$0	$0	$59,528	$397,611	$485,313	$188,490
Total Revenues	$2,482,908	$2,254,842	$2,386,906	$2,554,981	$2,462,183	$2,428,364

Expenses	FY 2019 20	FY 2018 19	FY 2017 18	FY 2016 17	FY 2015 16	Averages
Salaries and Benefits	$1,490,830	$1,160,754	$1,145,826	$1,085,822	$1,129,364	$1,202,519
Board Officer Costs	$14,000	$13,200	$13,950	$13,900	$17,813	$14,572
Professional Services	$264,377	$261,747	$301,277	$241,013	$196,243	$252,931
Other Operating Expenses	$284,893	$294,432	$290,903	$222,778	$176,626	$253,926
Depreciation	$337,962	$312,743	$262,966	$263,038	$240,845	$283,510

Interest on Long-Term Debt	$43,125	$49,387	$56,452	$63,155	$69,457	$56,315
Loss on Disposal of Assets	$0	$0	$1,906	$0	($3,051)	($572)
Pension Expense	($112,522)	($17,025)	$161,477	($288,839)	$225,626	($6,256)
Other Expenses	$14,333	$0	$1,837	$2,111	$0	$3,656
Total Expenses	$2,336,998	$2,075,238	$2,236,594	$1,602,978	$2,052,923	$2,060,946

Debt

As of June 30, 2020, SBCWD was carrying two main sources of long-term debt. In 2013, the District authorized the issuance of Water Revenue Refunding Bonds in the principal amount of $1,997,614 for the purpose of construction financing for water system improvements. The bond bears interest at 3.47% and is payable in semi-annual payments each April 1st and October 1st through October 1, 2032. As of June 30, 2020, the balance remaining on the bonds was $1,196,502 and all required payments had been made within that fiscal year.

The second source of long-term debt for the District comes in the form of a pension plan for employees that is part of the California Public Employees Retirement System (CalPERS). CalPERS provides retirement, disability, and death benefits based on the employee's years of service, age, and final compensation. As of June 30, 2019, the SBCWD Net Pension Liability was $1,573,260. The SBCWD pension-funded ratio is approximately 69%. In addition to the pension plan, the SBCWD provides other post-employment benefits (OPEB) to its retirees. As of June 30, 2019, the District carried a Net OPEB Liability total of $118,380. The District currently has 10 employees, both active and inactive, in their OPEB plan.

Financial Audit

The Stinson Beach County Water District annually has its financial statements audited and contracts with an outside accounting firm, Cropper Accountancy Corporation. The most recent audited financial statement was prepared for the fiscal year ending June 30, 2020.

7.9 SUSTAINABILITY

Local agencies such as the Stinson Beach County Water District play a critical role in protecting natural resources and the environment. Extended periods of drought and increasingly unpredictable climate patterns have significantly increased the importance for local agencies to step up their own conservation and long-term planning measures as well as making a concerted effort towards higher levels of public outreach.

SBCWD offers the users in its boundary a "Master List of Water Saving Ideas" on its website in order to help educate residents on ways that they can take charge in the effort to minimize water waste. The District also offers a software application called "Eye on Water" that allows users the opportunity to view a detailed water usage history to better understand their peak usage times. It also allows users to set up alerts to help detect leaks and attend to them in a timely manner. The District is continuously making capital improvement efforts in order to curtail any waste of its own by way of worn-out infrastructure. Over the past decade, the District has replaced thousands of feet of piping throughout its boundary, with a significant amount of this occurring in 2014 within the Calles and Patio area of Stinson Beach.

The District also plays a critical role in protecting the environment of Stinson Beach through its Onsite Wastewater Management Program to ensure a high level of water contamination prevention and the mitigation of leaks within the sensitive coastal habitat. The program includes regular review of proposed systems, inspection and monitoring of existing systems, enforcement of District criteria for wastewater performance, surface and groundwater quality, and public education on the proper use of onsite wastewater systems.

8.0 BOLINAS FIRE PROTECTION DISTRICT

8.1 OVERVIEW

The Bolinas Fire Protection District (BFPD) was established in February of 1958 as an independent special district. The BFPD boundary surrounds just over 9.3 square miles of the area including and surrounding the census-designated place of Bolinas along Marin County's Pacific Coast. The district serves a population of approximately 1,483 persons[14]. The last Municipal Service Review that included the BFPD was conducted in August of 2007 as part of the Bolinas Area Service Review and Sphere of Influence Update.

The primary function of BFPD is to provide fire protection, emergency medical response, disaster planning and response, fire prevention, and fire prevention education services to the unincorporated town of Bolinas and the surrounding area. The District also provides first responder services to the Point Reyes National Seashore and the Golden Gate National Recreation Area. The jurisdictional boundary of the District reaches to the top of the Bolinas Ridge to the north down to Duxbury Point at its southern tip. Part of the BFPD's eastern border is contiguous with the border of the Stinson Beach Fire Protection District's boundary. The BFPD participates in the Marin County and California Mutual Aid System with nearby fire districts and responds to wildland fires as needed. The District is also a member agency of the Marin Wildfire Prevention Authority (MWPA). MWPA aids local fire agencies throughout Marin County with funding for fuel removal projects, defensible space evaluations, and other helpful resources. BFPD is allocated .61% of MWPA's total annual funding.

Table 8-1: Bolinas Fire Protection District Overview

Bolinas Fire Protection District			
Primary Contact:	Chief George Krakauer	Phone:	(415)-868-1566
Headquarters:	100 Mesa Road, Bolinas, CA 94924		
Formation Date:	March 7, 1958		
Services Provided:	Fire Protection and Emergency Response		
Service Area:	6,009 acres	Population Served:	1,483

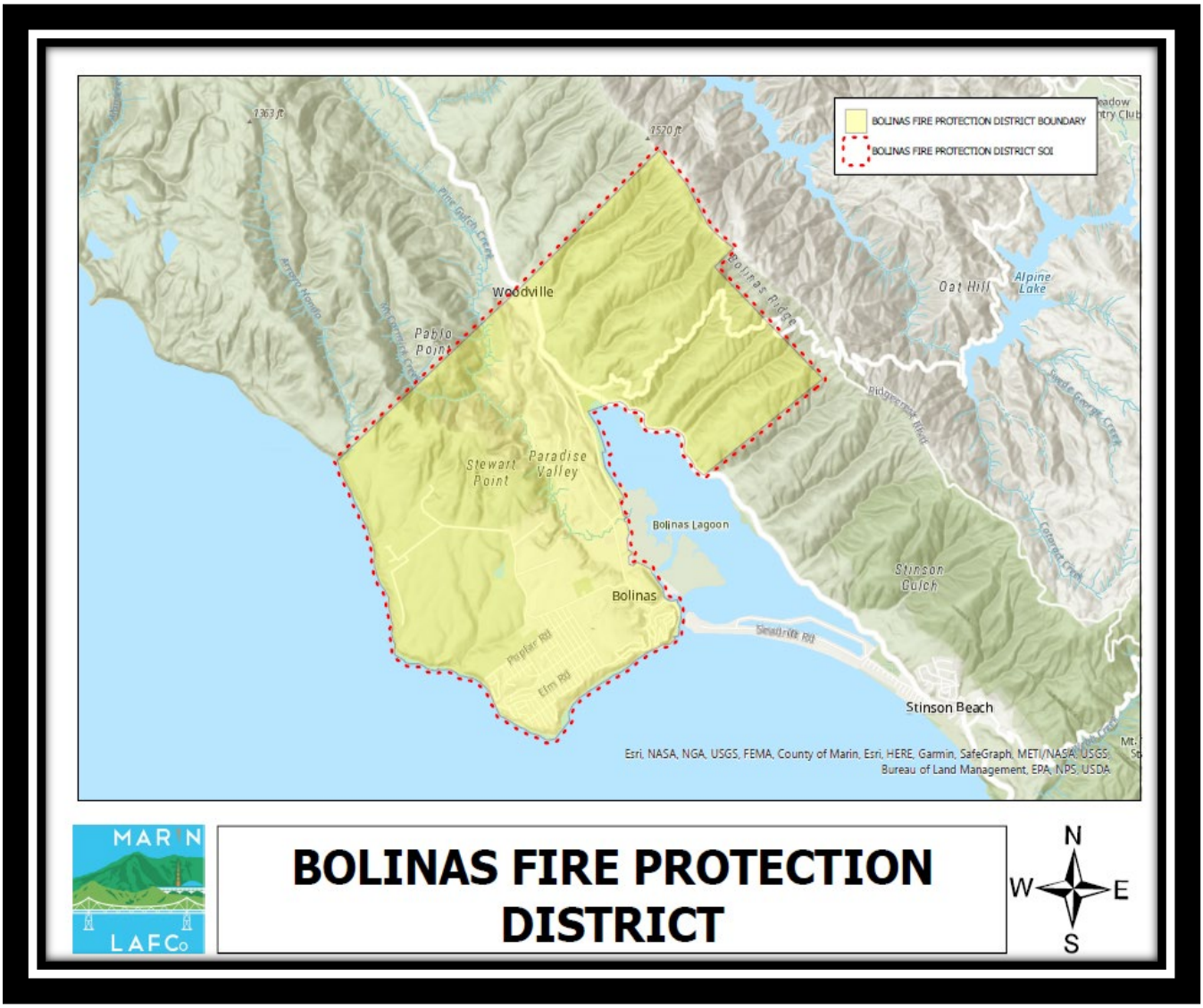
8.2 FORMATION AND DEVELOPMENT

The Bolinas Fire Protection District was established as an independent Special District whose legal authority and responsibilities are contained in the State of California Health and Safety Code Sections 13800-13970. The Bolinas Volunteer Fire Department began providing fire protection services to the community years before the official formation of the District, but on February 14th, 1958, the Bolinas Fire Protection District was formally organized. The District's firehouse was originally built on Mesa Road in 1970. In 1998, engineers determined that the building did not meet state building codes and would not withstand an earthquake larger than 6.5. In 2003, a tax measure (Measure F) was passed by the voters agreeing to a new parcel tax in

[14] 2020 US Census Redistricting Data

order to fund the construction of a new firehouse. In February of 2006, the old firehouse was demolished and in July of 2007, the new firehouse was opened on the same site.

Figure 8-1: Bolinas Fire Protection District Jurisdictional Boundary and Sphere of Influence



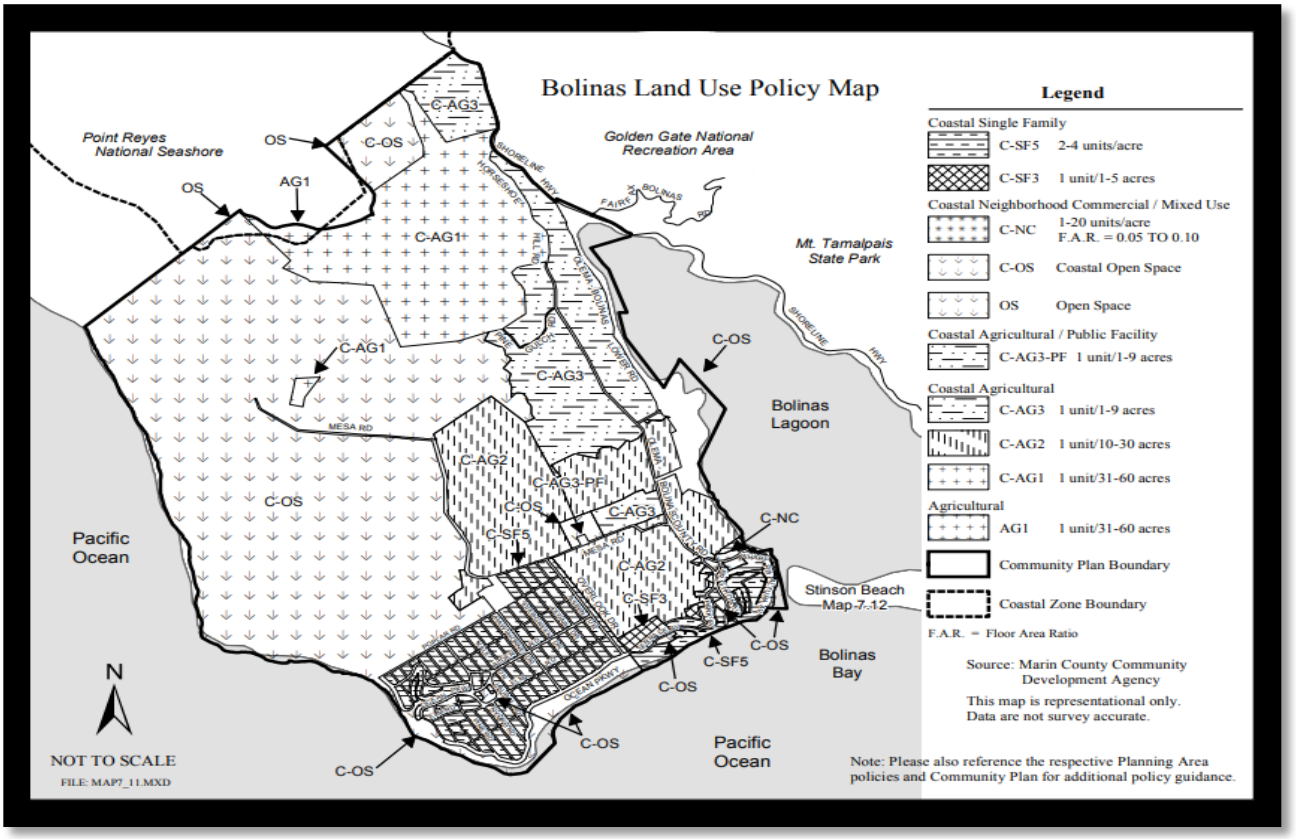
8.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Bolinas Fire Protection District's service boundary, which currently encompasses just under 9.4 square miles, includes all of the residential areas of the census-designated place of Bolinas and stretches to the north up to the top of the Bolinas Ridge. The boundary encompasses agricultural lands, privately owned parklands like the Audubon Canyon Ranch, and publicly owned parklands like parts of the Golden Gate National Recreation Area and the Point Reyes National Seashore. There are a total of 1,207 parcels within the District's boundary and 887 total living units. The BFPD's southeastern boundary is contiguous with the Stinson Beach Fire Protection District's northern boundary. The District's sphere of influence is coterminous with its jurisdictional boundary. The sphere of influence was last updated in August of 2007.

8.4 GROWTH AND POPULATION

The Bolinas Fire Protection District encompasses the census-designated place (CDP) of Bolinas. According to 2020 U.S. Census Redistricting Data, the population of the CDP is 1,483, which is approximately an 8% decrease from the 2010 population number 1,620[15]. The most recent census data shows the CDP to have 887 total housing units, with 660 of those units occupied. The theoretical buildout for the planning area is 975 units. The estimated maximum population projection (2030) based on the County Wide Plan is 2,362, which would be over an 85% increase. This projection, however, does not account for the constraints on water and sewer capacity within the CDP that are currently in place. While the planning area has approximately 110 parcels remaining that are currently zoned to allow for new construction, the community's water district, Bolinas Community Public Utility District, has had a moratorium in place on new connections to the municipal water supply since 1971. This moratorium poses a significant hurdle for any new development. A land-use map for the planning area can be seen below in Figure 8-2.

Figure 8-2: Bolinas Fire Protection District Land Use Policy Map



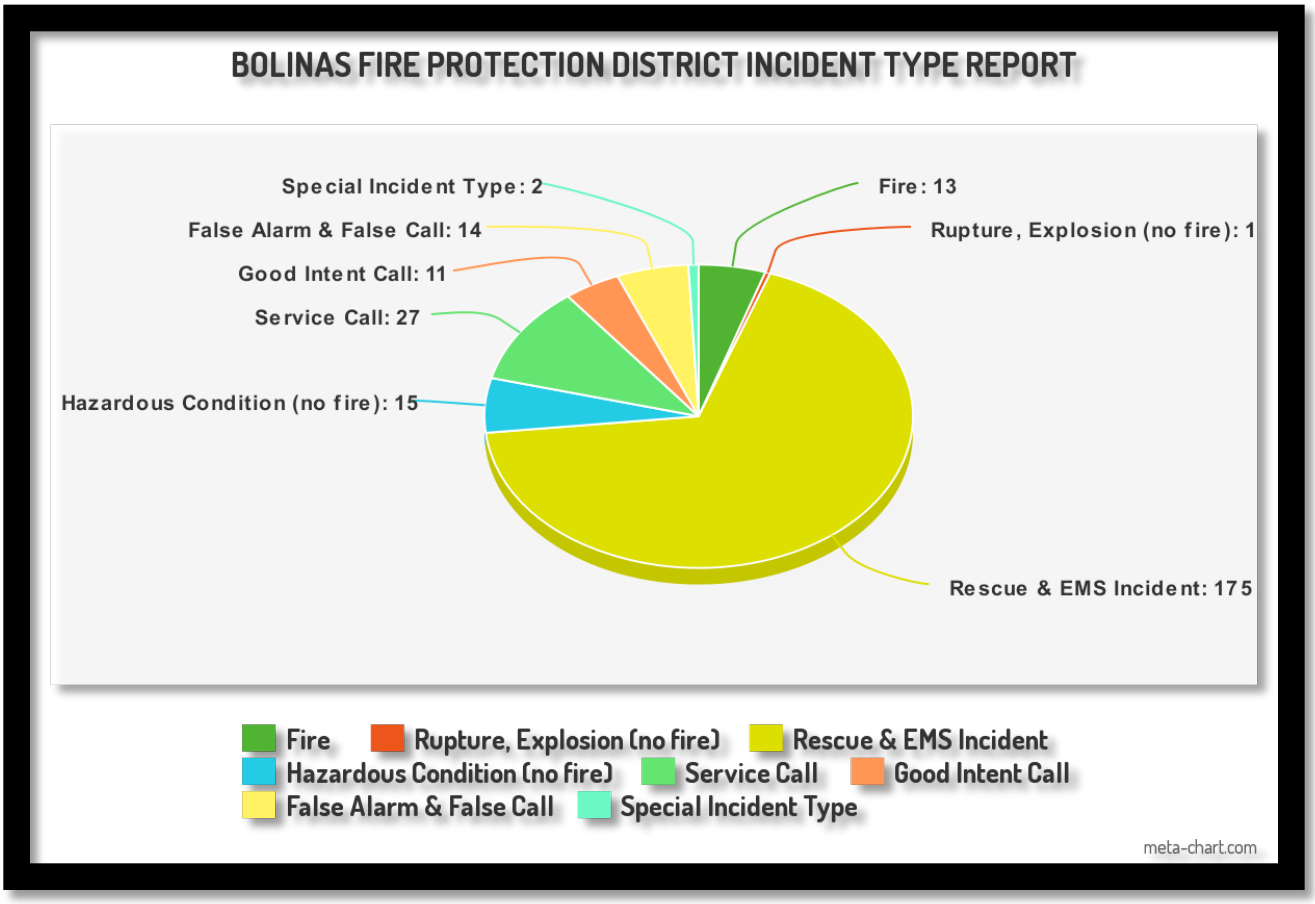
[15] 2020 US Census Redistricting Data

8.5 MUNICIPAL SERVICES

Fire Protection and Emergency Response

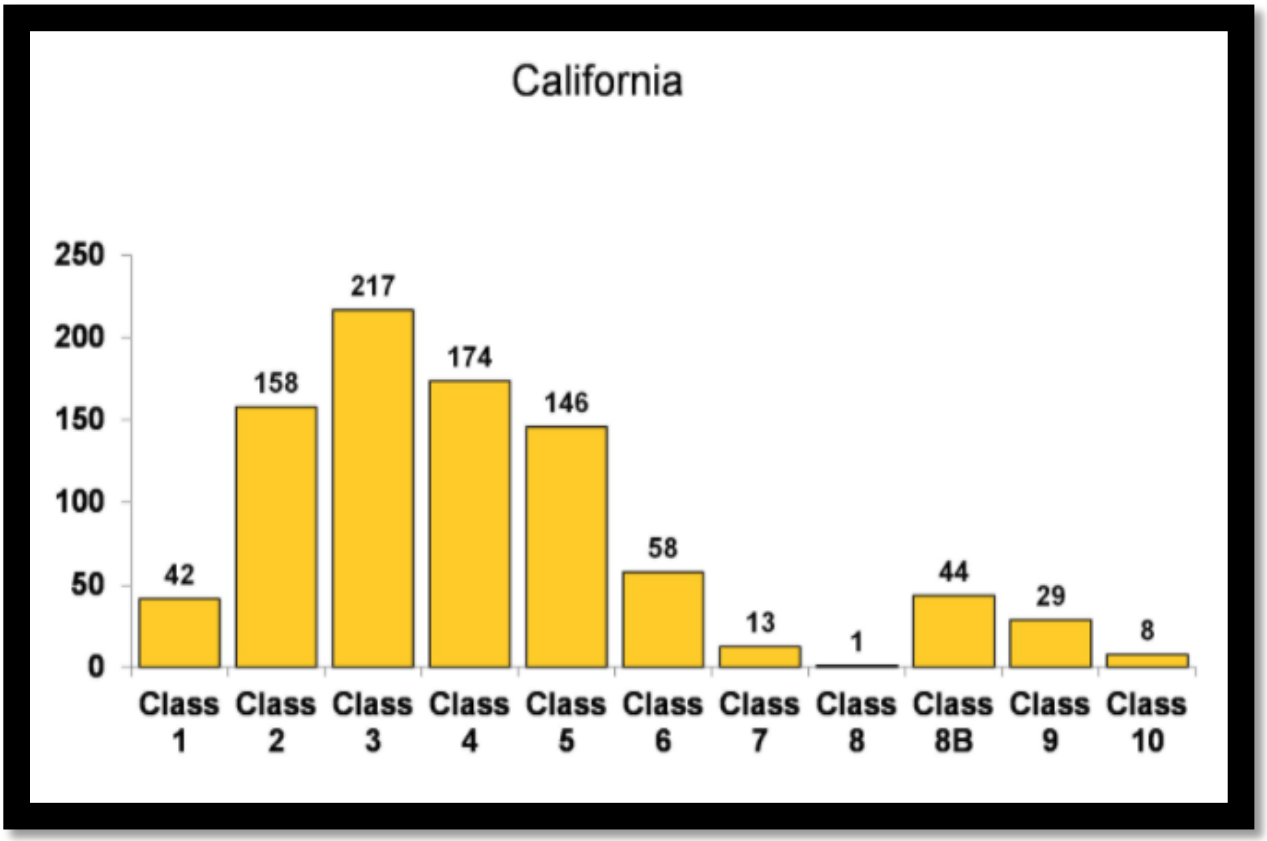
The Bolinas Fire Protection District provides fire protection, emergency medical aid, disaster management/preparedness. Incident call types fire, overpressure rupture/explosion/overheat, rescue and emergency medical service incident, hazardous conditions, service call, good intent call, and special incident type. The BFPD receives an average of 248 calls per year (2010-2020) with the majority being for Rescue/Emergency Medical. During the calendar year of 2020, the BFPD responded to 258 incidents. Of these, 68 percent were for emergency medical services and 5 percent were for fires. Figure 8-3 below shows a complete breakdown of the calls for service received in 2020 for BFPD. The District has one station with 4.0 full-time equivalent (FTE) paid employees, as well as 21 volunteer firefighters. A majority of the firefighters are also Emergency Medical Technician (EMT) certified. The Fire Chief oversees the general operations of the District in accordance with the policy direction of the Board of Directors. The Fire Chief is supported by an Assistant Chief, three Duty Officers, and an Administrative Manager.

Figure 8-3: Bolinas Fire Protection District Incident Type Report



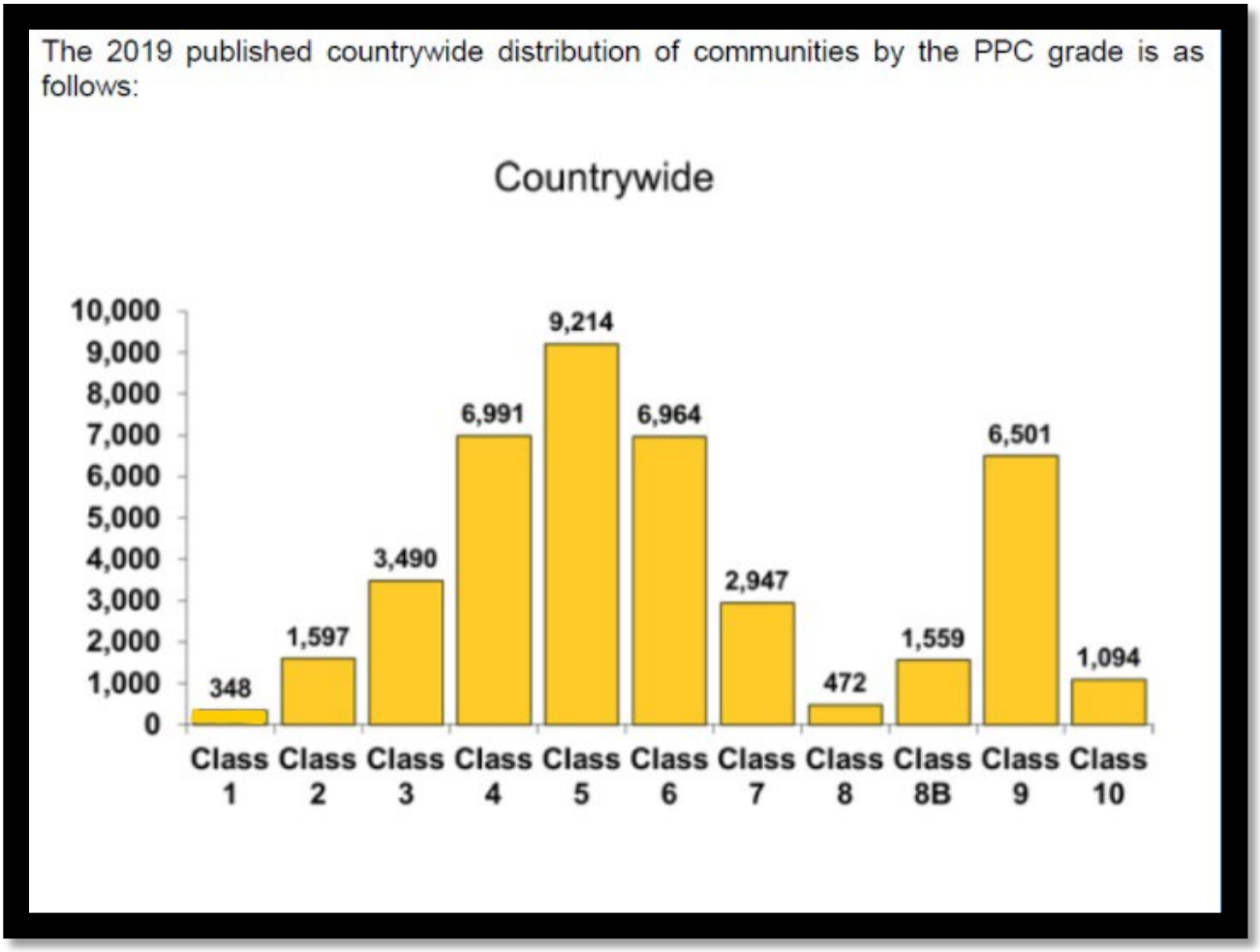
Effective January 1, 2022, from a report that was created in September of 2021, Bolinas Fire Protection District was given a Class 3/3x Public Protection Classification (PPC) rating by the Insurance Services Office (ISO), an organization that independently evaluates municipal fire-protection efforts throughout the United States. Ratings range on a scale of 1 to 10. Class 1 generally represents superior property fire protection, and class 10 indicates that the area's fire suppression program does not meet ISO's minimum criteria.[16] While many communities receive a single number classification, many smaller and more rural communities receive a split classification to reflect the risk of loss more precisely. In the case of a split classification, the first number refers to the classification of properties within 5 road miles of a fire station and within 1,000 feet of a creditable water supply. The second number, with either the X or Y designation, applies to properties within 5 road miles of a fire station but beyond 1,000 feet of a creditable water supply (i.e. fire hydrant). ISO generally assigns Class 10 to properties beyond 5 road miles. The majority of insurance agencies throughout the country use the PPC classification for underwriting and calculating premiums on residential, commercial, and industrial properties. BFPD's rating of 3/3x puts the district in the top 14% of fire protection agencies in the country. Figures 8-4 and 8-5 below show the breakdown of PPC rating data throughout both the United States and California.

Figure 8-4: PPC Rating Distribution by Class Throughout California



[16] How the PPC Program Works

Figure 8-5: PPC Rating Distribution by Class Throughout the United States



Facilities and Apparatuses

The Bolinas Fire Protection District owns, operates, and maintains one fire station which is concurrently used as its administrative building. The station is located at 100 Mesa Road in Bolinas. The BFPD also has a variety of apparatus that serves the community ranging from support vehicles to fire engines. The District maintains a Vehicle Replacement Reserve fund that receives annual allocations based on revenue and expenditure projections. The fund currently sits at approximately $100,000 in the event that one of their current vehicles requires replacement. The District's apparatus are as follows:

- 2010 Spartan Type 1 Engine
- 1997 Ford Type 1 Engine
- 1999 International Type 3 Engine
- 2012 Ford Utility Vehicle
- 2002 Chevrolet Command Vehicle
- 2002 Chevrolet Flatbed Pickup

8.6 ORGANIZATION STRUCTURE

Board of Directors

The Bolinas Fire Protection District has a five-member board that is elected to four-year terms through an at-large election. All directors are required to live within the District's jurisdictional boundary. Elections for board seats take place in November of each even-numbered year. The Board of Directors meets regularly on the 4th Wednesday of each month at 7:00 p.m. at the Bolinas Fire Protection District Headquarters located at 100 Mesa Road in Bolinas.

Table 8-2: Bolinas Fire Protection District Board of Directors

Member	Position	Date of Next Seat Election
Claire Molesworth	President	November 2022
David Kimball	Vice President	November 2024
Nancy Torrey	Director	November 2022
Chris Martinelli	Director	November 2024
Simon Dunne	Director	November 2024

8.7 ACCOUNTABILITY AND TRANSPARENCY

The Bolinas Fire Protection District makes a concerted effort to maintain high accountability and transparency with all its activities and currently either meets or exceeds all California State mandates on agency transparency. The BFPD website (www.bolinasfire.org) provides information on defensible space, board meetings, financial reports, stations, history, response statistics, disaster preparedness, and more.

Meeting and Agendas

The BFPD Board of Directors meets regularly on the 4th Wednesday of each month at 7:00 p.m. at the Bolinas Fire Protection District Headquarters at 100 Mesa Road in Bolinas. Special meetings are held as needed to go over specific topics. Meeting agendas and minutes can be found on the BFPD website (www.bolinasfire.org/board-meetings-1).

Annual Budget Review

The District's budget, adopted no later than the June board meeting each year, provides overall control of revenue and expenditures including appropriations on a line item basis and the means of financing them. The Administrative Manager produces monthly reports on expense activity that assist the Chief in monitoring activities and programs. These reports are presented to the Board every month to assure budgetary compliance.

8.8 FINANCIAL OVERVIEW

The majority of the annual operating revenue brought in by the Bolinas Fire Protection District is collected in property taxes within the District's boundaries. Ad valorem property tax accounts for approximately 60% of annual revenue. In November of 2005, the BFPD Board of Directors officially adopted a balanced budget policy requiring the District's budgeted expenses not to

exceed budgeted revenues in any given fiscal year.[17] Over the past decade, the District has upheld this policy and consistently shown revenues outpacing expenses.

Revenue

Revenue sources for the BFPD come primarily from a portion of the 1% property tax on residents within its district boundaries. Of the 1% property tax, the BFPD receives an average of 12% which is projected to amount to $554,000 for FY 2021-22. The other major sources of revenue for the District include rental income (14%), Measure F parcel tax (9%), transient occupancy tax (7%), a voter-approved tax assessment for paramedic services (6%), as well as an annual disbursement from the Marin Wildfire Prevention Authority by way of the voter-approved Measure C parcel tax (4%). For FY 2019-20 (the most recent audited financials available) the District saw a revenue increase of $152,562 (17.15%) primarily due to an increase in property tax revenue of $35,386 and the West Marin Transient Occupancy Tax Sharing (Measure W) of $100,224. Total revenue for the District for FY 2021-22 is projected to be $1,055,616. A breakdown of the most recent 5-year span currently available of audited actuals for expenditures and revenues for the district is available below in Table 8-3.

Table 8-3: Bolinas Fire Protection District Budget Analysis

Fiscal Year	Revenues	Expenditures	Net
FY 2015-16	$691,905	$589,394	$102,511
FY 2016-17	$746,631	$578,955	$167,676
FY 2017-18	$809,458	$592,710	$216,748
FY 2018-19	$883,457	$656,542	$226,915
FY 2019-20	$1,052,268	$707,792	$344,476

Debt

As of June 30, 2020, the Bolinas Fire Protection District had approximately $1,518,057 in long-term debt. In 2003, the District entered into a "lease, lease-back" agreement in order to procure bonds in the amount of $2,260,000 were issued in order to finance the acquisition and construction of a new District Headquarters. The bonds were (and continue to be) paid by the voter-approved parcel tax (Measure F). On December 15, 2016, the District refinanced the bonds in the principal amount of $1,555,000. The refinancing reduced the principal and interest payments from the original rates of 4.0% - 5.1% to the updated rates of 3.5% - 4.5%. The bonds are scheduled to be repaid in August of 2045. In June of 2008, the District was issued Clean Renewable Energy Bonds (Solar Bonds) in the amount of $189,000 in order to finance the purchase and installation of solar panels to provide electricity to the District Headquarters. The panels were installed in 2009. These bonds are scheduled to be fully repaid in 2023, and there is no interest due on these bonds.

The BFPD also provides a pension plan for employees and is part of the California Public Employees Retirement System (CalPERS). CalPERS provides retirement, disability, and death benefits based on the employee's years of service, age, and final compensation. As of June 30,

[17] BFPD Balanced Budget Policy

2020, the BFPD Net Pension Liability was $222,536. The BFPD pension funded ratio is 81% which is above average for fire districts.

Financial Audit

The Bolinas Fire Protection District has its financial statements audited on an annual basis. The District contracts with an outside accounting firm, most recently Nigro & Nigro, to conduct the audit. The most recent audited financial statement was prepared for the fiscal year ending June 30, 2020.

Table 8-4: Bolinas Fire Protection District Financial Audit Summary

Revenues	FY 2019 2020 Audit
Property Taxes	$572,894
Special Tax – Paramedic Services	$64,502
Parcel Tax	$99,024
Solar Recovery Revenue	$11,072
Other Revenue and Reimbursements	$5,940
Transient Occupancy Tax	$100,224
Rental Revenue	$139,798
Investment Earnings	$50,769
Total Revenues	$1,052,268

Expenditures	FY 2019 2020 Audit
Salaries and Wages	$267,862
Employee Benefits	$92,710
Materials and Services	$231,458
Capital Outlay	$8,839
Debt Service: Principal Payments	$46,812
Debt Service: Interest Payments	$60,111
Total Expenditures	$707,792
Excess of Revenues Over Expenditures	$344,476

8.9 WILDLAND FIRE PREPAREDNESS

Local fire protection agencies like the Bolinas Fire Protection District play a critical role in protecting natural resources and the environment. Extended periods of drought, changing climate patterns, wind, and low humidity has the potential to increase the occurrence and severity of wildland fires which could threaten structures and lives in the Wildland Urban Interface.

The BFPD participated in the Marin Community Wildfire Protection Plan that was released in 2020. This was a collaborative effort among fire agencies in the county, local fire organizations including FIRESafe Marin, land management agencies, and community stakeholders. Through this effort, areas of concern throughout the county were identified based on population, fire behavior, vegetation, and other factors. The plan identified BFPD as having the 4th highest amount of total burnable acres, 5,947, of any fire agency in Marin County. Within the plan, several goals were stated and associated action items were created to better prepare the

participating fire agencies throughout the county for wildland fires. One such goal is to "Increase awareness, knowledge, and actions implemented by individuals and communities to reduce human loss and property damage from wildland fires, such as defensible space and fuels reduction activities, and fire prevention through fire safe building standards". The BFPD is working towards providing more education to the community about this topic. The District offers educational material on its website on defensible space for property owners, as well as guidelines for community members to create a personal preparedness plan to help residents stay informed and be ready to evacuate quickly if necessary. The District has also prioritized projects aimed towards defensible space such as chipper days, roadside mowing, and other fuel reduction efforts to help reduce fire hazards throughout neighborhoods in Bolinas.

9.0 BOLINAS COMMUNITY PUBLIC UTILITY DISTRICT

9.1 OVERVIEW

The Bolinas Community Public Utility District (BCPUD) was established in 1967 as an independent special district under Section 15501 of the California Public Utilities Code following a vote to approve a resolution of the Marin County Board of Supervisors to consolidate the Bolinas Public Utility District and the Bolinas Beach Public Utility District. The District is located on the western Pacific shoreline of Marin County on a peninsula with the Bolinas Lagoon to its east. The District's jurisdictional boundary encompasses just under 2.6 square miles. BCPUD serves a population of approximately 1,483[18] persons. The last Municipal Service Review that included the BCPUD was conducted in January of 2016 (though only one of the District's services was reviewed) as part of the Countywide Water Municipal Service Review, and the last review of all services offered was in August of 2007.

BCPUD's currently activated service powers include potable water, wastewater collection and treatment, solid waste disposal, drainage, and parks and recreation. These services are primarily provided to the census-designated place (CDP) of Bolinas. The District's primary potable water supply is collected locally from the Arroyo Hondo Creek and is secured through permits with the State Water Resources Control Board. The District has upheld a moratorium on new water service connections since 1971 when the Board of Directors declared a water shortage emergency.

Table 9-1: Bolinas Community Public Utility District Overview

Bolinas Community Public Utility District			
Primary Contact:	Jennifer Blackman	Phone:	(415)-868-1224
Main Office:	270 Elm Road, Bolinas 94924		
Formation Date:	July 1, 1967		
Services Provided:	Potable Water, Wastewater, Drainage, Solid Waste, Parks & Recreation		
Service Area:	1,649 acres	Population Served:	1,483

9.2 FORMATION AND DEVELOPMENT

The Bolinas Community Public Utility District's formation took place in July of 1967, taking over as the chief provider of organized utility services in the area nearly sixty years after the formation of the community's first public service agency in 1908 in Sanitary District No. 3 (SD3). SD3 was initially formed to serve the first residential subdivision on the Bolinas peninsula, Little Mesa, and the surrounding downtown and harbor areas with wastewater collection and disposal. Another larger subdivision, Big Mesa, was constructed in the late 1920s and water services for the entire area were organized by a private company that had built a dam on the nearby Arroyo Hondo Creek. In 1927, voters in the area approved the formation of the Bolinas Beach Public Utility District to take over potable water services to the Big Mesa area,

[18] Population served calculated through the means given in California Code of Regulations Section 64412 using 2020 US Census Redistricting Data on population.

and in 1935 a second district, the Bolinas Public Utility District, was formed for water services to the Little Mesa and downtown/harbor areas. The creation of the second district included the merger and acquisition of wastewater services from Sanitation District No. 3.

As development within Big Mesa surged throughout the 1940s and 1950s, in 1958 voters approved the formation of the Bolinas Fire Protection District from what had been the Bolinas Volunteer Fire Department. In 1967 a reorganization of the local governmental structure was deemed prudent and the merger of the Bolinas Beach Public Utility District and the Bolinas Public Utility District was approved in order to form the Bolinas Community Public Utility District. At the time of formation, LAFCo authorized BCPUD to move forward with the activated service powers of potable water, wastewater, drainage, solid waste, and parks and recreation. In 1968 LAFCo approved a joint consolidation application submitted by BCPUD and the Bolinas Fire Protection District. The consolidation[19] was intended to dissolve the Bolinas Fire Protection District and transfer all assets and liabilities to BCPUD but was ultimately terminated due to conditions lapsing over a dispute involving the allocation of property taxes.

In 1971 the Board of Directors of BCPUD approved a moratorium on new water connections within the District following an assessment of its water supply and a declaration of a water shortage emergency. Despite multiple legal challenges, the courts upheld the Board's decision with the determination that the District had a solid factual basis for declaring the emergency.

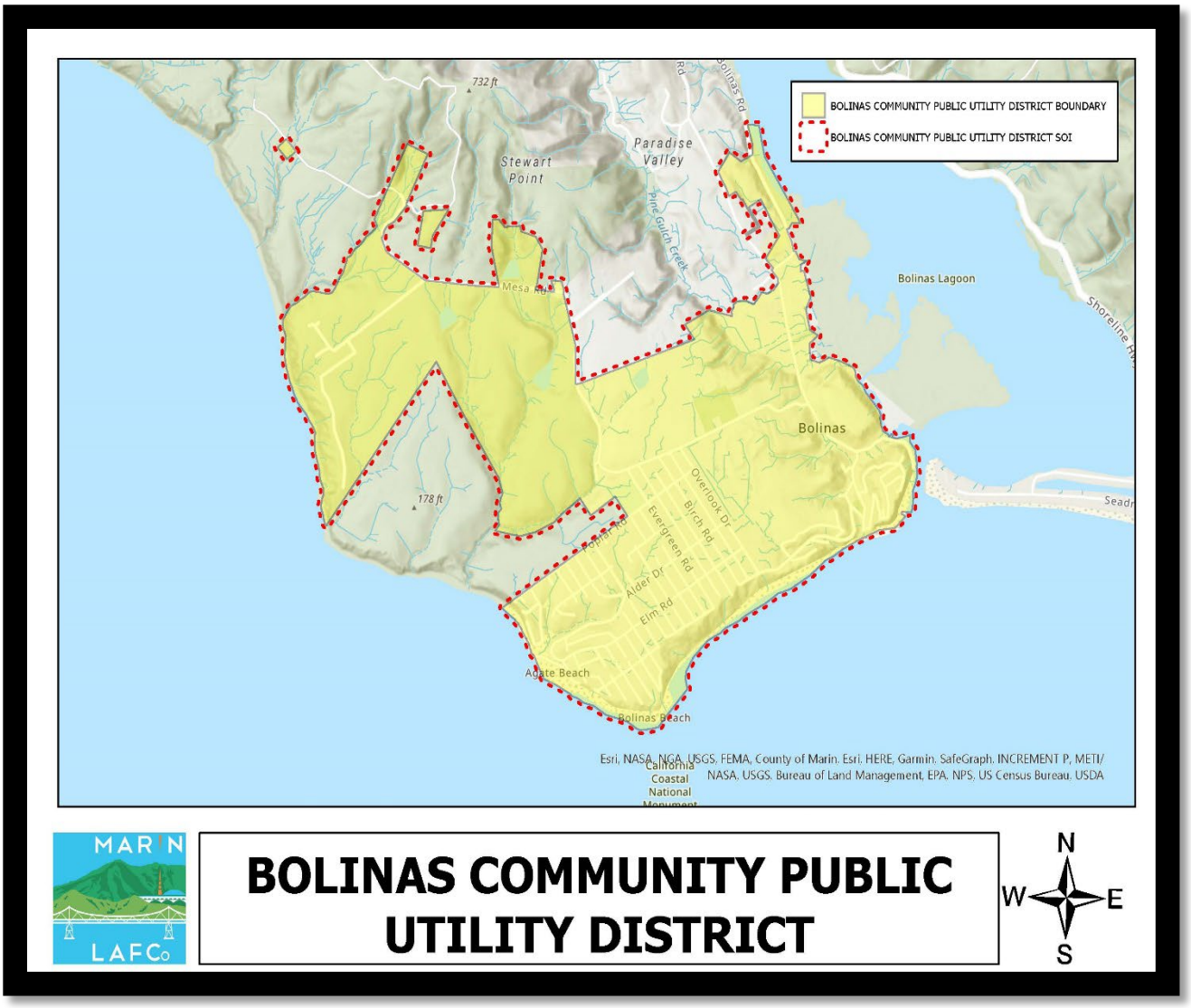
In 1975 the District completed the construction of a new lift station, force main, and wastewater treatment facility in response to an order from the State of California to discontinue the disposal of wastewater effluent in the Bolinas Lagoon. The project was funded by a voter-approved bond measure in 1973 for $144,000 that included the acquisition of 90 acres of land for the construction of an intergraded pond system for biological aeration with the intention of avoiding the use of chemicals.

The Bolinas Community Plan was adopted by the County of Marin Board of Supervisors in December of 1975. The plan, serving as the chief visioning document for land use and related management policies, was updated in 1983 and again in 1997. The most recent iteration anticipates a build out of the area of 815 dwelling units with the majority of the remaining development opportunities existing in the vacant lots within Big Mesa.

In 1996, the District completed the construction of a new water treatment plant with microfiltration technology in order to reduce the necessitation of chemical treatment of the water. The project was funded by a loan from the State of California.

[19] Marin LAFCo Resolution #2

Figure 9-1: Bolinas Community Public Utility District Jurisdictional Boundary and Sphere of Influence



9.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Bolinas Community Public Utility District's jurisdictional boundary is comprised of just over 2.6 square miles and covers 1,649 acres of unincorporated Marin County. Approximately one-fifth of that acreage (350 acres) is part of the Point Reyes National Seashore. In total there are 1,168 legal parcels encompassed within BCPUD's boundary. Since its formation, the boundary for the District has only been amended one time, in October of 2017, with the annexation of 20.6 acres along Mesa Road[20].

The District's sphere of influence was established by Marin LAFCo in December of 1984. At that time, the sphere of influence was coterminous with the jurisdictional boundary. Marin

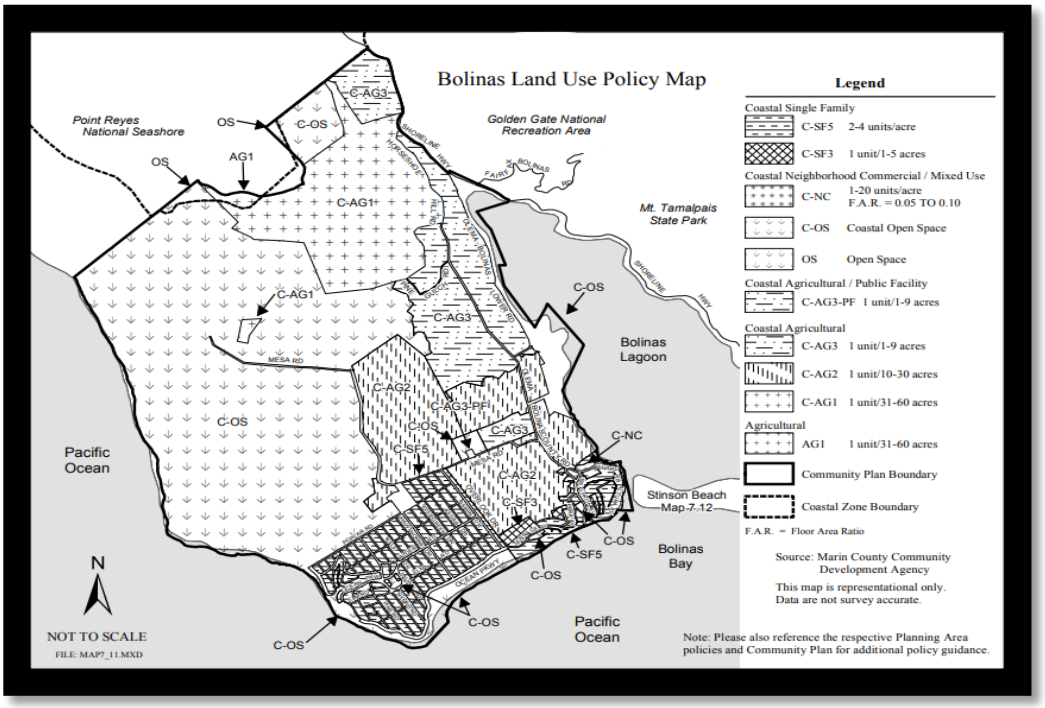
[20] Marin LAFCo File #1337

LAFCo reaffirmed the sphere of influence in 2007. The SOI was most recently updated in 2017 coinciding with a property annexation.

9.4 GROWTH AND POPULATION

The Bolinas Community Public Utility District encompasses the census-designated place (CDP) of Bolinas. According to 2020 U.S. Census Redistricting Data, the population of the CDP is 1,483, which is approximately an 8% decrease from the 2010 population number 1,620[21]. The most recent census data shows the CDP to have 887 total housing units, with 660 of those units occupied. The theoretical buildout for the planning area is 975 units. The estimated maximum population projection (2030) based on the County Wide Plan is 2,362, which would be over an 85% increase. This projection, however, does not account for the constraints on water and sewer capacity within the CDP that are currently in place. While the planning area has approximately 110 parcels remaining that are currently zoned to allow for new construction, the BCPUD has had a moratorium in place on new water connections to the municipal water supply since 1971. This moratorium poses a significant hurdle for any new development. A land-use map for the planning area can be seen below in Figure 9-2.

Figure 9-2: Bolinas Land Use Policy Map



[21] 2020 US Census Redistricting Data

9.5 MUNICIPAL SERVICES

Potable Water

The Bolinas Community Public Utility District provides retail potable water services through its own supply, transmission, treatment, storage, and distribution facilities. The infrastructure originally was constructed by two separate agencies, the Bolinas Beach Public Utility District and the Bolinas Public Utility District. The distribution system stretches approximately 19 miles. The District's water supplies are locally sourced and obtained from surface sources contained within a 2 square mile watershed area of the Point Reyes National Seashore. These sources, in combination with the District's permitted diversions, provide BCPUD with an estimated maximum available annual yield of 167 acre-feet.

The primary potable water source for BCPUD is the Arroyo Hondo Creek and the direct surface diversions within it. The District possesses four separate post-1914 appropriated permit rights[22] from the State Water Resources Control Board to draw water from the creek at each of the diversion points and each with different usage allowances. The permits give the District a specific maximum daily and monthly water volume harvesting allocation that allow the District to divert up to 113 acre-feet directly from the Arroyo Hondo Creek annually for immediate use. The permits also stipulate that BCPUD is allowed to divert an additional 30 acre-feet annually from the creek to the Woodrat 2 reservoir for storage.

As a secondary source, the District also maintains separate permits to divert and use water from unnamed streams which also lie within the Point Reyes National Seashore. These permits allow the District to divert a maximum of 54 acre-feet (combined) annually for storage. It has been the general practice of BCPUD to reserve accessing water from these sources only for emergencies or during storm events, when turbidities levels in the Arroyo Hondo Creek are very high. Recently, BCPUD has also received approval from the State Water Resources Control Board to add two emergency groundwater well sources to the water system in a continued effort to diversify the available water sources to help the District be more drought resilient.

All water diverted by BCPUD from its surface water sources receives treatment at its Woodrat Water Treatment Plant. The plant was originally constructed in 1995 and its treatment system was upgraded in 2007 and again in 2017 to treat the raw water by way of inline coagulation prior to low-pressure micro-filtration. After filtration, chlorine is added to the water and it then settles in a 4,000-gallon clearwell tank. The daily treatment capacity of the facility is 144 gallons per minute which offers the District a daily maximum treatment potential of 207,360 gallons (.64 acre feet). This amount equates to 57% of the District's permitted daily allowance.

The distribution system for BCPUD is comprised of approximately 19 miles of water mains that supply the District's two pressure zones that connect a 300-foot range in elevation between service connections. The primary pressure zone is gravity-fed from the District's two treated water storage tanks, the West Tank and the East Tank, that can store a combined volume of

[22] Any appropriative water right that was acquired after 1914 is called a post-1914 appropriative water right and requires the holder of that right to apply for a water right permit.

860,000 gallons. This main pressure zone supplies over 80% of all active connections within the District. The District currently serves 587 active potable water service connections which are divided between 562 residential and 25 non-residential users.

BCPUD collects two separate fees from its users: a metered usage fee and an annual service charge. The charges are set by the Board of Director's by resolution in connection with the annual budget adoption process and are intended to provide full cost-recovery for the daily operation of the water system as well as to provide funding for projected capital improvement projects and debt services. The usage fee is tiered and escalates based on the total volume consumed. Usage of 100-1500 cubic feet is $1 per 100 cubic feet. The annual charge for service is currently $1,468 and is collected on the user's property tax bill. Unlike the other agencies that provide potable water that are reviewed in this study, BCPUD does not have an adopted connection fee for establishing new water service connections due to the moratorium negating its necessity.

Wastewater

BCPUD provides wastewater collection, treatment, and disposal to 162 connections (residential and business) in the downtown area of the community of Bolinas as well as one additional connection on the Bolinas Mesa. Wastewater operations were taken over by BCPUD upon its formation in. The District's sewer service area encompasses approximately three square miles with a collection system of pipelines stretching approximately three linear miles and consisting of pipes ranging in size from two inches to six inches. The system collects, treats, and disposes of an average of approximately 30,000 gallons per day of wastewater. Within the system, wastewater is collected from the downtown connections and is pumped to the treatment facility on the Big Mesa. The treatment facility consists of a series of four oxidation ponds for stabilization and storage, with ultimate disposal through pond evaporation and spray disposal on 45 acres of grasslands. The District currently charges an annual sewer service charge of $1,453 for residential service and a scalable commercial service rate between $1,478 and $1,903. The annual sewer service charge is set by the Board of Directors by resolution in connection with the annual budget adoption process. Sewer service charges are included on the rate payer's property tax bill.

In 1990, the District completed an infiltration and inflow correction project in an effort to eliminate unwanted stormwater runoff and seawater intrusion from the collection system. Infiltration is groundwater, or groundwater that is influenced by surface or sea water, that enters sewer pipes through holes, breaks, joint failures, connection failures, and other openings. Infiltration quantities often exhibit seasonal variation in response to groundwater levels. Storm events can trigger a rise in groundwater levels and increase infiltration flows. Inflow is surface water that enters the wastewater system from yard, roof, and footing drains, from cross-connections with storm drains and downspouts, and through holes in manhole covers. Inflow occurs as the result of storm events that contribute to excessive sewer flows. Upon the project's completion, only one small section (from the BCPUD lift station to the end of Wharf Road) of

the collection system was not improved, with the rest being slip-lined[23] with all manholes replaced and all service laterals replaced. While the project proved to significantly reduce the infiltration and inflow, the sewer collection system at times still experiences some inflow and infiltration during storm events. As such, the District has maintained its moratorium on new service connections that was enacted in 1985 as a system requirement imposed by the Regional Water Quality Control Board for Clean Water Grant Program Funding.[24]

Over the past two years, BCPUD has identified seven properties located on Canyon Road that are in close proximity to the collection system and whose owners desire to connect to the system. Two of these property owners have been ordered to connect to the system by Marin County due to non-performance of their septic systems. BCPUD is currently working with the Regional Water Quality Control Board staff in an effort to identify a path forward to modify the moratorium to allow the additional seven connections and possibly remove the moratorium as a whole. These efforts are taking place alongside the updating of the District's wastewater discharge permit with the anticipation of a formal treatment capacity analysis.

Recreation

BCPUD does not have any current direct involvement in day-to-day parks and recreation activities within the District's boundary. While the District owns the property on which Mesa Park, a 12-acre parcel that has been improved with a parking lot, soccer field, baseball field, and a skate park, the land and the activities programmed there are managed by the Fire House Community Park Agency (FHCPA). FHCPA is a joint powers authority (JPA) whose member agencies include BCPUD and the Bolinas-Stinson Union School District. The JPA was created on January 21st, 1985, with the stated intention of the provision of recreational opportunities to the taxpayers and residents of the area and to the students of the school and their families. FHCPA receives no direct funding from BCPUD. The JPA receives funding by way of Measure A funds and ad valorem property taxes.

Drainage

While BCPUD's wastewater system has 163 connections, the remainder and majority of residences within the District's boundary are served by on-site wastewater treatment systems (septic systems). In the 1980s, a pollution study was conducted by Marin County on the Big Mesa in Bolinas that concluded that the septic systems within the study area presented a "potential public health hazard". Following a grant from the State Water Resources Control Board, a plan was put in place for BPCUD to assume authority for management and oversight of the construction and subsequent management of on-site wastewater treatment systems in the area. Ultimately, however, the project would be rejected due to local opposition.

[23] Sliplining is a technique for repairing leaks or restoring structural stability to an existing pipeline. It involves installing a smaller "carrier pipe" into a larger "host pipe", grouting the annular space between the two pipes, and sealing the ends.

[24] BCPUD Sewer System Management Plan; Element 4

As such, BCPUD changed course along with the community and studied the surface water drainage on the Big Mesa in an effort to identify improvement projects to lower the water table and improve septic system functions. In 1993, the services of Todd Engineering were enlisted by BCPUD and the firm prepared a set of Drainage Improvement Maps. The end goal of the project was to provide a comprehensive path to improving drainage on the Big Mesa that was attainable by way of multiple smaller projects by individual residents (as well as groups) over time. Today BCPUD offers project consultation to District residents who are interested in implementing surface drainage projects on the Big Mesa. The District also provides culverts to for project implementation "at cost" for those that are eligible.

Solid Waste

BCPUD provides residential and commercial properties within the District with solid waste disposal services by way of a contract with Recology Sonoma Marin (Recology). The franchise agreement was assigned to Recology in September of 2017. The District previously granted the franchise for solid waste disposal in 2003 to USA Waste of California, Incorporated. In 2007 the franchise agreement was assigned to Redwood Empire Disposal, who served the District until 2017 at which time the entirety of their assets were acquired by Recology. Recology provides residential and commercial properties in the District with weekly garbage, recycling, and organic waste disposal service.

9.6 ORGANIZATION STRUCTURE

Board of Directors

The Bolinas Community Public Utilities District has a five-member board that is elected to staggered four-year terms. All directors are required to be registered voters within the District's jurisdictional boundary. The Board of Directors meets regularly on the 3rd Wednesday of each month at 7:30 p.m. at the BCPUD District Office located at 270 Elm Road in Bolinas.

Table 9-2: Bolinas Community Public Utility District Board of Directors

Member	Position	Term Expiration
Jack Siedman	President	December 2022
Don Smith	Vice-President	December 2024
Lyndon Comstock	Director	December 2022
Grace Godino	Director	December 2022
Kirsten Walker	Director	December 2024

Administration

The Board of Directors of BCPUD appoints a General Manager who serves on an at-will basis to oversee all District activities and is exclusively responsible for the implementation of policies established by the Board of Directors. The General Manager oversees five employees that include one Chief Operator, three Shift Operators, and an Administrative Assistant.

9.7 ACCOUNTABILITY AND TRANSPARENCY

The Bolinas Community Public Utility District makes a concerted effort to maintain high accountability and transparency with all its activities. The BCPUD website (www.bcpud.org) provides extensive documentation and information on Board meetings, financial reports, services, history, water conservation, resolutions, and more. At this time the District is meeting all of the requirements by the State of California for a public agency website.

Meeting and Agendas

The BCPUD Board of Directors meets regularly on the 3rd Wednesday of each month at 7:30 p.m. at the BCPUD District Office located at 270 Elm Road in Bolinas. Special meetings are held as needed to go over specific topics and, in relation to the other agencies reviewed in this study, BCPUD conducts a significantly higher number of special meetings annually. Meeting agendas and minutes can be found on the BCPUD website (www.bcpud.org/administration/board-of-directors/boardminutes).

Annual Budget Review

The District's budget, adopted no later than the July Board meeting each year, provides overall control of revenue and expenditures including appropriations on a line item basis and the means of financing them. A mid-year budget revision may occur in February of the fiscal-year after BCPUD has six months of actual operating revenues and expenses to project out year-end results and evaluate whether budget adjustments are necessary. The District's budget is broken down into four separate financial categories of water, sewer, septic/drainage, and general in order to maintain proper controls. The General Manager presents financial reports to the Board every quarter to assure budgetary compliance.

9.8 FINANCIAL OVERVIEW

BCPUD has maintained positive revenue to expense differences in each of the five fiscal years covered in the financial audits for FY 2015-16 to 2019-20. Average total annual revenues for the District over the 5-year period were $1,649,018. The primary revenue source for the District is water and sewer charges which account for approximately two-thirds of the annual revenue. Property taxes and assessments provide approximately 25% of annual revenue and the Bolinas-Stinson Resource Recovery Project, a green waste disposal program established by the BCPUD, Bolinas Fire Protection District, Stinson Beach County Water District, and the Stinson Beach Fire Protection District that includes composting sales, provides approximately 7%. The primary annual expense for the BCPUD with approximately half of the District's annual expenses is staff salaries and benefits. The projected revenue for the District for fiscal year 2021-22 is $1,894,277. A breakdown of the past 5 years of revenues and expenses can be seen below in Table 9-3.

Table 9-3: Bolinas Community Public Utility District Financial Audit Summary

Revenue	FY 2015 16	FY 2016 17	FY 2017 18	FY 2018 19	FY 2019 20	Averages
Water/Sewer Charges	$970,364	$1,033,948	$1,101,285	$1,170,885	$1,185,955	$1,092,487
Taxes & Assessments	$332,637	$356,905	$385,900	$412,850	$442,228	$386,104
Resource Recovery	$118,180	$111,763	$103,287	$112,550	$122,723	$113,700
Grant Income	$0	$5,000	$5,000	$145,707	$2,000	$31,541
Other	$28,290	$22,965	$23,546	$25,740	$25,386	$25,185
Total Revenues	$1,443,054	$1,536,998	$1,619,018	$1,867,732	$1,778,292	$1,649,018

Expenses	FY 2015 16	FY 2016 17	FY 2017 18	FY 2018 19	FY 2019 20	Averages
Salaries	$499,287	$525,617	$548,337	$558,604	$570,159	$540,400
Benefits	$164,263	$237,587	$261,393	$260,907	$314,689	$247,767
Insurance	$20,566	$24,586	$24,799	$18,790	$25,880	$22,924
Plant Expenses	$209,012	$145,478	$165,580	$155,879	$133,831	$161,956
Power & Fuel	$19,707	$27,342	$24,991	$29,621	$29,804	$26,293
Office Expense	$31,963	$29,906	$30,094	$33,860	$41,446	$33,453
Trucks	$3,884	$4,693	$16,555	$7,688	$5,549	$7,673
Professional Fees	$57,666	$52,235	$66,080	$72,248	$56,198	$60,885
Depreciation	$233,838	$248,566	$272,318	$272,961	$273,583	$260,253
Fire Fuel Reduction	$0	$0	$2,036	$173,203	$0	$35,047
Other	$121,063	$70,063	$71,346	$82,079	$99,032	$88716
Total Expenses	$1,376,249	$1,381,063	$1,498,529	$1,680,840	$1,565,171	$1,500,370

Debt

As of June 30, 2020, BCPUD was carrying $558,752 in long-term debt. In 2008, the District received funds from the Municipal Finance Corporation for two issuances (one for water and one for wastewater) of Clean Renewable Energy Bonds. These funds were used for the purchase and installation of solar arrays at the District's water treatment plant and at the wastewater treatment facility. The bond's final payments are scheduled for August of 2023.

The second source of long-term debt for the District is in the form of a 2013 loan from the California Department of Public Health in the amount of $485,000. The loan funds are part of the Safe Drinking Water State Revolving Fund and were used to pay for one of the District's

water construction projects that was completed in July of 2014. The loan's final payment is scheduled for 2034.

BCPUD also provides a pension plan for employees and is part of the California Public Employees Retirement System (CalPERS). CalPERS provides retirement, disability, and death benefits based on the employee's years of service, age, and final compensation. As of June 30, 2020, the District's Net Pension Liability was reported at $674,926 and is 73% funded.

Financial Audit

The Bolinas Community Public Utility District annually has its financial statements audited and contracts with an outside accounting firm, R.J. Ricciardi, Inc. The most recent audited financial statement was prepared for the fiscal year ending June 30, 2020.

9.9 SUSTAINABILITY

Local agencies such as the Bolinas Community Public Utility District play a critical role in protecting natural resources and the environment. Extended periods of drought and increasingly unpredictable climate patterns have significantly increased the importance for local agencies to step up their own conservation and long-term planning measures as well as making a concerted effort towards higher levels of public outreach.

The Bolinas-Stinson Resource Recovery Project offers the residents of Bolinas and neighboring Stinson Beach a means of disposal for green waste materials. The primary focus of the Resource Recovery Project is to aid in the continued efforts towards local fire mitigation and fire safety by removing excessive vegetation throughout the communities. Residents have been shown to be more inclined to reduce vegetation and increase their property's defensible space when the process involves composting as opposed to landfilling. The Resource Recovery Project provides residents with a year-round facility whereas earlier chipper programs were only available a few weekends per year. Mulch and topsoil produced by grinding, aeration, and decomposition are added useful by-products of the process.

The District is also instrumental in water conservation within the community of Bolinas. BCPUD offers multiple resources on its website for helpful ideas on how residents can be active in efforts to save water on a daily basis. The site also provides a list of 23 water conservation tips from the Federal Emergency Management Agency (FEMA). The District redesigned the home page of its website in early 2021 to include a graphic with the current 7-day running average of total water consumption within the District after the Board of Directors on February 24, 2021 enacted BCPUD Resolution 682, declaring a prolonged drought condition and implementing mandatory conservation measures. This running average was used to set a threshold of 76,000 gallons per day (later reduced to 66,000 gallons per day due to worsening drought conditions during 2021) that would trigger mandatory water rationing. On November 17, 2021, the Board of Directors suspended BCPUD Resolution 682 due to improved water supply conditions following the October and November 2021 rain events.

10.0 MUIR BEACH COMMUNITY SERVICES DISTRICT

10.1 OVERVIEW

The Muir Beach Community Services District (MBCSD) was established in 1958 as an independent special district under Sections 61600 and 61601 of the California State Government Code. The District is located in the southwest portion of Marin County and its jurisdictional boundary encompasses just over 1.3 square miles. The district serves a population of approximately 448[25] persons. The last Municipal Service Review that included the MBCSD (though only reviewing one of its services) was conducted in January of 2016 as part of the Countywide Water Municipal Service Review.

MBCSD's currently activated service powers include potable water, roads, fire protection, and park and recreation. These services are primarily provided to the census-designated place (CDP) of Muir Beach. The District's potable water supplies are collected locally from two groundwater sites within the Redwood Creek watershed and are secured through a permit with the State Water Resources Control Board.

Table 10-1: Muir Beach Community Services District Overview

Muir Beach Community Services District			
Primary Contact:	Mary Halley	Phone:	(415)-297-1831
Main Office:	19 Seacape Drive, Muir Beach 94965		
Formation Date:	July 29, 1958		
Services Provided:	Potable Water, Roads, Fire Protection, Parks & Recreation		
Service Area:	848 acres	Population Served:	448

10.2 FORMATION AND DEVELOPMENT

The Muir Beach Community Services District formation took place in July of 1958 following the approval of the service area by the Marin County Boundary Change Commission and a majority vote by the residents within the new district boundary. At its inception, the District's boundary encompassed approximately 790 acres. At that time the majority of the area (nearly 85%) was undeveloped or being used for agriculture but had the expectation that it would be developed as the Muir Beach and Seacape neighborhoods expanded. Upon its formation, the MBCSD was only authorized with providing domestic water services. Beginning in 1928, the Muir Beach Water Company provided potable water to the approximately 40-acre Muir Beach Subdivision that was composed primarily of vacation cabins. As development in the area continued and progressed more towards permanent housing and the plans for a second residential subdivision, Seacape Subdivision, were formed, the quality of the water being provided came under scrutiny by the residents in the area. In 1957, landowners in the area submitted a formal petition to the County of Marin Board of Supervisors for the formation of a new community services district to

[25] Population served calculated through the means given in California Code of Regulations Section 64412 using 2020 US Census Redistricting Data on housing units.

take over management of the area's water service and in 1958 MBCSD was formed and took over the assets of the Muir Beach Water Company.

The District was authorized to activate the latent service powers of recreation as well as road and access easement maintenance by a vote of its residents in 1969. This was quickly followed by the addition of a second water system through the purchase of the Seacape Mutual Water Company in 1970 by way of a voter-approved tax assessment. The Seacape Subdivision had been developed throughout the 1960s and the developer of the subdivision established the neighborhood's own water supply from a reliable and high-quality well source in the nearby Frank Valley area due to the supply and quality limitations of the water supply of MBCSD during the time of construction.

In 1971 the District was again authorized to activate a latent service power with the addition of fire protection in order to replace the Bello Beach Volunteer Fire Department. MBCSD purchased all of the fire protection equipment from the Bello Beach Volunteer Fire Department and created the Muir Beach Volunteer Fire Department

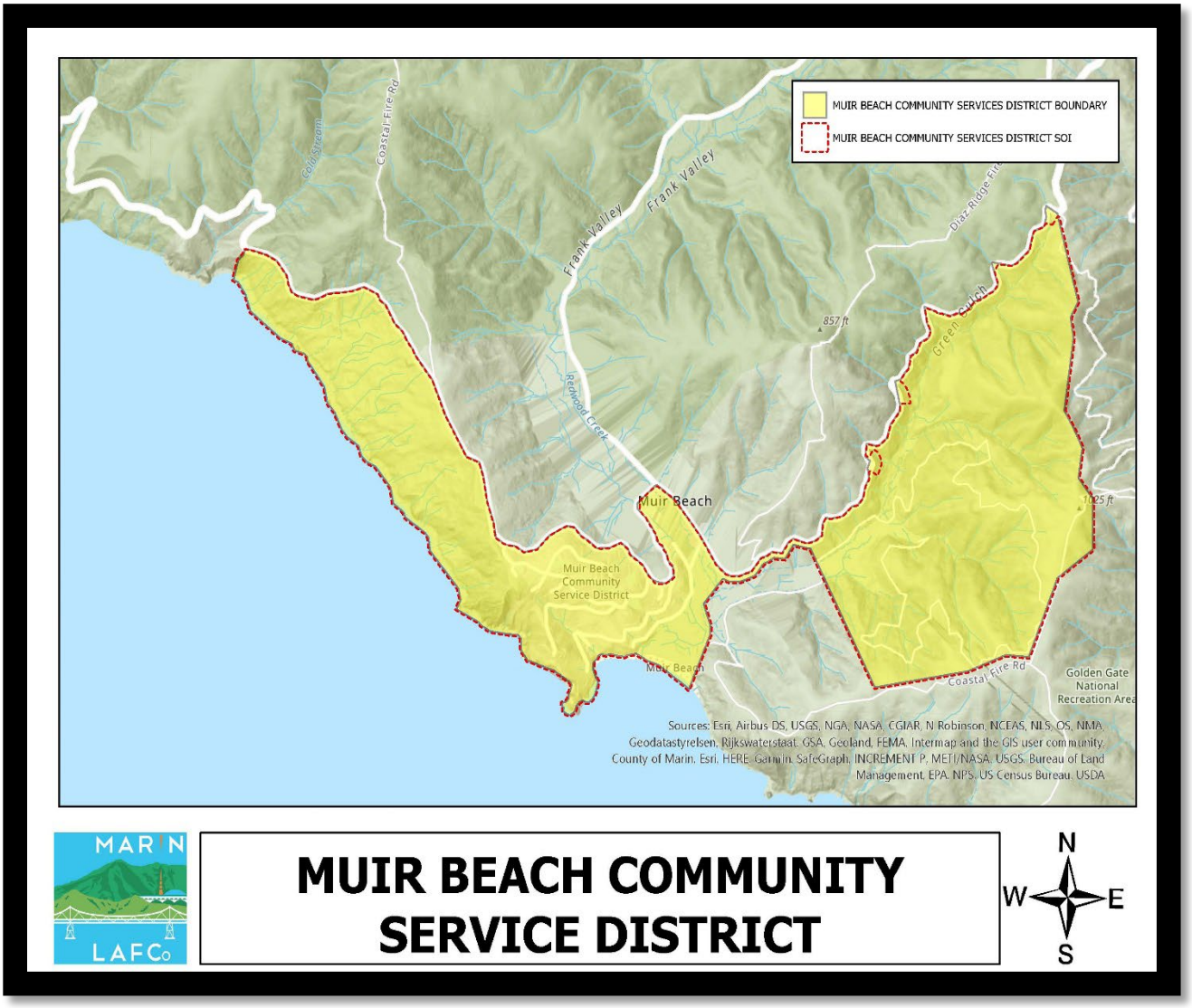
In 1972, the United States Congress established the Golden Gate National Recreation Area (GGNRA). These now public lands covered approximately two-thirds of MBCSD's jurisdictional boundary. The creation of the GGNRA limited land uses both within and immediately surrounding the District's boundary while simultaneously creating a new service dynamic for the District in the form of day-time visitors for the areas of Muir Woods, Muir Beach, and the Muir Beach Overlook. In 1978 the County of Marin adopted the Muir Beach Community Plan which outlined guidelines and a vision for land use for the community in the future. The plan, eventually usurped by the Marin County Local Coastal Program upon its adoption in 2013, explicitly states the intention to "maintain the small-scale character of Muir Beach as a primarily residential community with recreation, small scale visitor, and limited agricultural use".

A formal water service plan was created for the District in 1987 by Harris Consultants. The study concluded that MBCSD's existing water supply of the three ground wells was sufficient to provide the necessary resources for the projected build-out of the District's service area of 175 connections with a per average daily demand of 100 gallons. While the plan confirmed that the supply was adequate, it noted that the District's water storage capabilities were lacking and needed to be addressed, in particular the immediate replacement of a 50,000-gallon tank in the lower pressure zone. In 1988, this capital improvement was completed with the construction of a 100,000-gallon tank. The District invested in a study performed by Henry Hyde and Associates and the Associated Business and Community Consultants in 1996 that provided them with a 20 Year Plan for Water System Capital Improvements (1997-2016). The study laid out a schedule for needed capital improvements for the water system including funding mechanisms for each. The total projected cost of the plan was $530,000. In November of 2008, the District presented a ballot measure (Measure C) to the voters for a parcel tax that would levy an annual amount of $3,250 per commercially zoned property and $300 for all other parcels in order to provide funds for water capital improvements. The measure was adopted and renewed 4 years later (Measure

E). The District would make the major capital improvement of the construction of a new 200,000-gallon tank in 2010.

In 1994, the Muir Beach Volunteer Fireman's Association was established primarily to take over the fundraising and grant-writing responsibilities to fund the volunteer fire department from MBCSD. In 2008 it was agreed that funding supplementation for the fire department was needed and the voters of the District approved Measure B which levied a special tax of $200 per year on each parcel within the District. The tax measure was reapproved in 2012, and in 2016 it was approved again with an agreed-upon 10-year lifespan instead of the previous 4-year span. In 2019, the District became a member agency of the Marin Wildfire Prevention Authority.

Figure 10-1: Muir Beach Community Services District Jurisdictional Boundary and Sphere of Influence



10.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Muir Beach Community Services District's jurisdictional boundary is comprised of just over 1.3 square miles and covers 834 acres of unincorporated Marin County. Approximately two-thirds of that acreage (525 acres) is part of the Golden Gate National Recreation Area. In total there are 187 legal parcels encompassed within MBCSD's boundary. Since its creation, the boundary for the District has only been amended two times, with both instances occurring in 1971. Both of the boundary changes were annexations (Marin LAFCo files 71-33 and 71-53) along the coastline that were anticipated as new development properties but were soon after acquired by the United States Government as part of the GGNRA.

The District's sphere of influence was established by Marin LAFCo in December of 1984. At that time, the sphere of influence was coterminous with the jurisdictional boundary. Marin LAFCo amended the sphere of influence in 2007 to include one additional .6 acre lot where MBCSD's well-site is located in Frank Valley. The parcel is the only land within MBCSD's sphere of influence that is outside of its jurisdictional boundary.

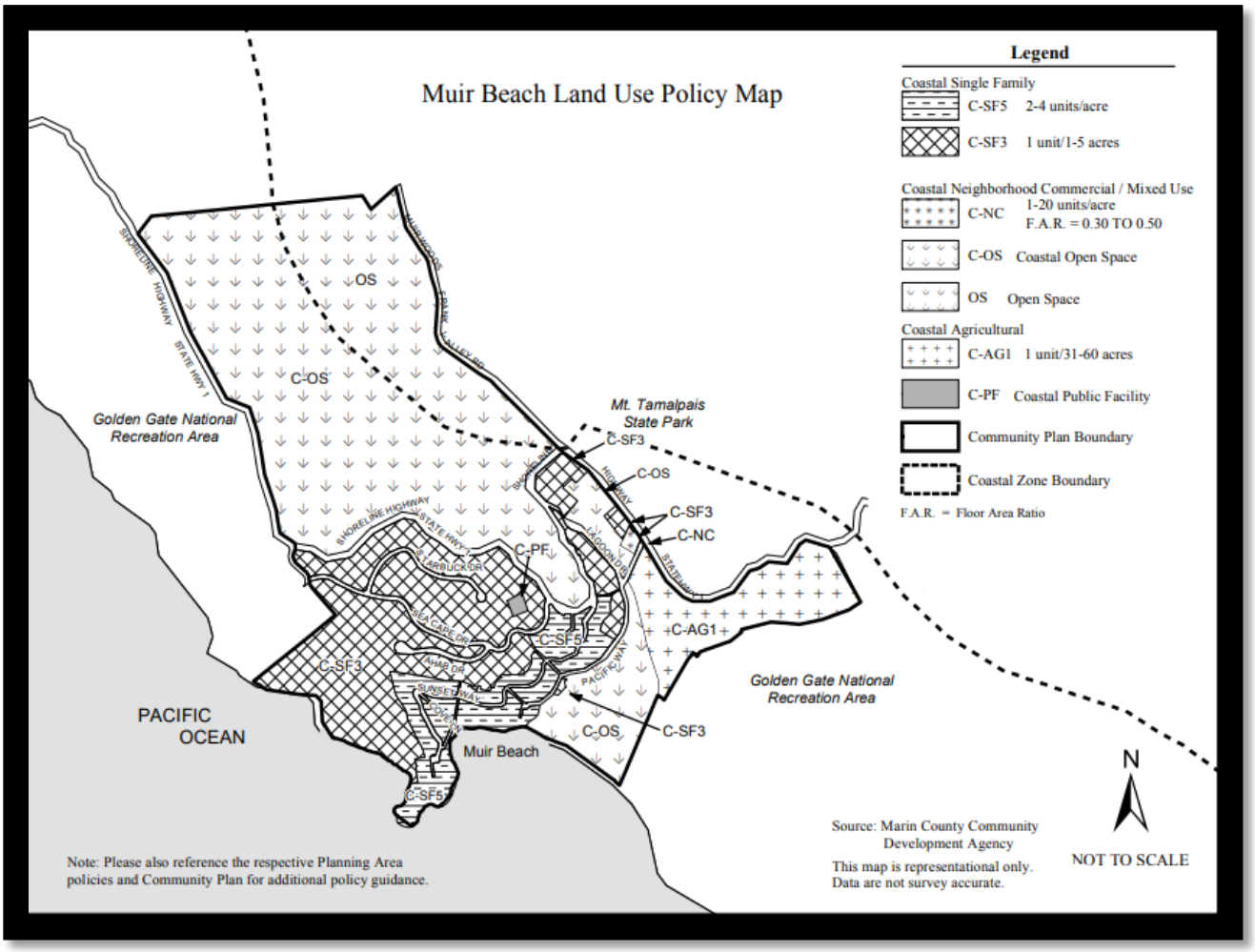
10.4 GROWTH AND POPULATION

The Muir Beach Community Services District encompasses the developed community of Muir Beach and the surrounding areas that include the Slide Ranch and the Green Gulch Farm and Zen Center. According to 2020 U.S. Census Redistricting Data, the population of the census-designated place (CDP) is 304, which is approximately a 1.9% decrease from the 2010 population number 310[26]. The most recent census data shows the CDP to have 160 total housing units, with 135 of those units occupied. With the Muir Beach area having numerous weekend and seasonal residents, it is difficult to ascertain the actual full-time population. California Code of Regulations Section 64412 identifies three methods to calculate the number of persons served by a public water system: census data, service connections multiplied by 3.3, or living units multiplied by 2.8. With recent census data giving a housing unit total of 160, it can be calculated that the number of individuals served by MBCSD is approximately 448.

According to the Muir Beach Community Plan, Muir Beach has limited opportunity for future expansion as it is surrounded by both federal and state parklands, as well as agricultural preserves and the Pacific Ocean. As such, all future residential and commercial development will occur within the existing developed area. The current developed area has approximately 90% of the privately-owned parcels that are zoned for residential development having already been developed. As such, there remain few infill opportunities for growth. A map with the current zoning for the area is shown below in Figure 10-2.

[26] 2020 US Census Redistricting Data

Figure 10-2: Muir Beach Land Use Policy Map



10.5 MUNICIPAL SERVICES

Potable Water

The Muir Beach Community Services District provides retail potable water services through its own supply, treatment, storage, and distribution facilities. The distribution system spans approximately 2.5 miles and began with the lines that were laid by the Muir Beach Mutual Water Company back in the 1920s. The District's water supplies are locally sourced and obtained from two groundwater sites lying within the approximately 8.8 square miles of the Redwood Creek Watershed. These sources in combination with the District's equipment's pumping capacities provide MBCSD with an estimated maximum available annual yield of 209 acre-feet This figure is significantly reduced, however, to approximately 50 acre-feet based on the current permit allowances afforded to the agency.

The primary potable water source for MBCSD is a groundwater well on District-owned property in the Frank Valley area. This source, typically referred to as the 2002 Well, draws on an underflow from the Redwood Creek. The term "underflow" in California Water Code refers to

water moving through the sands and gravel under or next to a stream channel and is a sub-category of subterranean streams. Underflow is considered to be part of the stream and subject to the same riparian and appropriative rights[27] that guide the use of the stream itself. The 2002 Well's right to access the underflow is secured through a post-1914[28] appropriative permit[29] from the California State Water Resources Control Board. The permit allows MBCSD a maximum daily collection of .14 acre-feet and an annual maximum of 50.6 acre-feet. The pump that is attached to this well has a capacity of 60 gallons per minute which amounts to a possible maximum daily amount pumped of 86,400 gallons, which is nearly double the permitted daily ceiling of 45,000 gallons. This well has a depth of approximately 60 feet.

The District's second well, known simply as 2008 Well, is intermittently utilized as a backup source by MBCSD when necessary. The well sits in the same Frank Valley vicinity as the 2002 Well (approximately 100 feet from it), draws from Redwood Creek underflow, and is also 60 feet deep. The 2008 Well is typically drawn from when the 2002 Well is unavailable due to routine maintenance or repair work. The pump associated with the 2008 Well is rated at 40 gallons per minute which would allow for a maximum daily production of 57,600 gallons.

The District has no other sources of potable water outside of its currently permitted drawing of the underflow from Redwood Creek. If it were to become necessary, the only current viable option for MBCSD for a supplemental source would be trucking in water from outside vendors. Despite recent climate-related precipitation uncertainty, the District is in a uniquely advantageous position with its underflow source lying within a fairly secure watershed that is federally protected from significant future development adding strain to the supply.

All water drawn by MBCSD from both of its wells receives disinfectant treatment by way of metered injection of liquid chlorine (sodium hypochlorite) into its water main at a small service building. The district also injects soluble silica (starting in May of 2006) prior to the injection of chlorine in order to minimize the impact on copper plumbing in residents' homes. The District's treatment capacity is 100 gallons per minute which would allow for a maximum daily total of 144,000 gallons or .44 acre-feet, significantly above the District's daily accessible production of .14 acre-feet.

The distribution system for MBCSD is comprised of approximately 2.5 miles of water mains that supply the District's two pressure zones, upper and lower, that connect a 500-foot range in elevation between service connections. The distribution system is dependent upon gravity pressure for recharge from two storage tanks that have a maximum combined capacity of 300,000 gallons. On a nightly basis, water is pumped from the District's well site, receives treatment, and replenishes the amount used. Due to the reliance on gravity pressure, four

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[27] An appropriative water right is water taken for use on non-riparian land or water that would not be there under natural conditions on riparian land. Water right permits and licenses issued by the State Water Board are appropriative rights.

[28] Any appropriative water right[28] that was acquired after 1914 is called a post-1914 appropriative water right and requires the holder of that right to apply for a water right permit.

[29] MBCSD's permit with the State Water Resources Control Board was originally issued in 1988 and marked a transition away from the way the Board viewed the underlying water source from groundwater to underflow.

connections to residences near the top of the water system require private pressure booster systems. The District currently serves 163 active potable water service connections which include 158 residential and five non-residential users. Three of the District's connections lie outside of the District's jurisdictional boundary and include the Mt. Tamalpais State Park Horse Camp, GGNRA's Park Ranger residences, and GGNRA's horse stables. As the service connections were established prior to the 2001 enactment of State Government Code Section 56133, the connections do not require an outside service agreement.

Muir Beach Community Services District collects fees for its water service on a bi-monthly basis based on the capacity and usage of each consumer. The charges are set by a Board of Director's ordinance and are intended to provide full cost-recovery for the daily operation of the water system as well as providing funding for projected capital improvement schedules. The current charges for meter reading are $8.13. A meter charge for a 5/8" – 1" meter is $71.60 and a 1.5" meter is $358.04. The charge for water usage breaks down to $2.02 per 100 gallons used. The District offers its users the opportunity for discounts for water conservation with users who consume less than 4,500 gallons in a single billing cycle receiving a 50% discount. MBCSD also collects a water connection fee for new customers. The connection fee for a single-family home is $6,500.

Fire Protection

The Muir Beach Community Services District provides fire protection, emergency medical aid, and disaster preparedness by way of a vote to activate the District's latent power in 1971 to aid the private organization of the Muir Beach Volunteer Fire Department (MBVFD). The Muir Beach Volunteer Fireman's Association (MBVFA), a private non-profit 501(c)3 entity, is responsible for generating and managing funding for MBVFD and has a separate eight-member Board of Directors from the MBCSD Board. The funds that are generated by MBVFA from its fundraising efforts and grants are transferred to MBCSD by way of a 1994 agreement to provide a proportional share of the costs of the District's Manager, worker's compensation insurance, general liability and vehicle liability insurance. The Fire Chief began receiving an annual stipend (paid monthly) in 202 by way of the 2018 Transient Occupancy Tax (Measure W) funds. MBCSD receives an 8% allocation of Measure W funding. MBCSD holds title to all assets of MBVFD. MBCSD does not allocate ad-valorem property tax revenue for emergency services in the Muir Beach Community. Supplemental funding for MBVFD operations is provided by an MBCSD parcel tax of $200 per parcel annually that was originally adopted in 2008 (Measure B) and most recently reapproved for $213 per parcel in 2016 (Measure L) with a ten-year lifespan. In 2019, MBCSD became a member agency of the Marin Wildfire Prevention Authority (MWPA). MWPA aids local fire agencies throughout Marin County with funding (Measure C) for fuel removal projects, defensible space evaluations, and other helpful resources. MBCSD is allocated .15% of MWPA's total annual funding.

The Muir Beach Volunteer Fire Department is a fully volunteer operation with ten firefighters that supplement services provided to the community by Marin County Fire (CSA #31) from the station at Throckmorton Ridge. Due to the geographical distance and travel time from this station to the Muir Beach community and the added seasonal necessity for emergency services

related to visitors to the coastal region, MBVFD response aid is a critical component for the area. Marin County Fire Department (MCFD) is the agency officially responsible for structure and wildland fire in the area. All emergency (911) calls in the Muir Beach Area are routed by the Marin County Sheriff's dispatch center. Both MCFD and MBVFD are dispatched for calls in the area and incidents are managed under the unifying command.

The general response area for MBVFD includes Muir Beach, Green Gulch Farm, Slide Ranch, Muir Woods National Monument, and Mount Tamalpais State Park. MBVFD receives an average of 78 calls for service annually (2015-2020) with the majority of the calls being for Emergency Medical Service for Basic Life Support. During the calendar year of 2020, the MBVFD responded to 67 calls for service, of which 23 were for Emergency Medical Service for Basic Life Support. Each of the firefighters maintains, at a minimum, an Emergency Medical Responder (EMR) certification. There are also two members who are Emergency Medical Technician (EMT) certified and one licensed medical physician.

Effective January 25, 2016, Marin County Fire Department (the chief agency responsible for fire services within Muir Beach Community Services jurisdictional boundary) was given a Class 3/3x Public Protection Classification (PPC) rating by the Insurance Services Office (ISO), an organization that independently evaluates municipal fire-protection efforts throughout the United States. Ratings range on a scale of 1 to 10. Class 1 generally represents superior property fire protection, and class 10 indicates that the area's fire suppression program does not meet ISO's minimum criteria.[30] While many communities receive a single number classification, many smaller and more rural communities receive a split classification to reflect the risk of loss more precisely. In the case of a split classification, the first number refers to the classification of properties within 5 road miles of a fire station and within 1,000 feet of a creditable water supply. The second number, with either the X or Y designation, applies to properties within 5 road miles of a fire station but beyond 1,000 feet of a creditable water supply (i.e. fire hydrant). ISO generally assigns Class 10 to properties beyond 5 road miles. The majority of insurance agencies throughout the country use the PPC classification for underwriting and calculating premiums on residential, commercial, and industrial properties. MCFD's rating of 3/3x puts the department in the top 14% of fire protection agencies in the country. Figures 10-3 and 10-4 below show the breakdown of PPC rating data throughout both the United States and California.

MBVFD currently uses a U.S. National Park Services (USNPS) structure at 1760 Shoreline Highway in Muir Beach as its firehouse and operations hub. Plans are in place and fundraising is ongoing for the construction of a new firehouse. MBVFD has two vehicles for responding to calls for service. Squad 660 is a 2011 Ford 550 brush truck and Engine 676 is a 1989 International Type 3 engine.

[30] How the PPC Program Works

Figure 10-3: PPC Rating Distribution by Class Throughout California

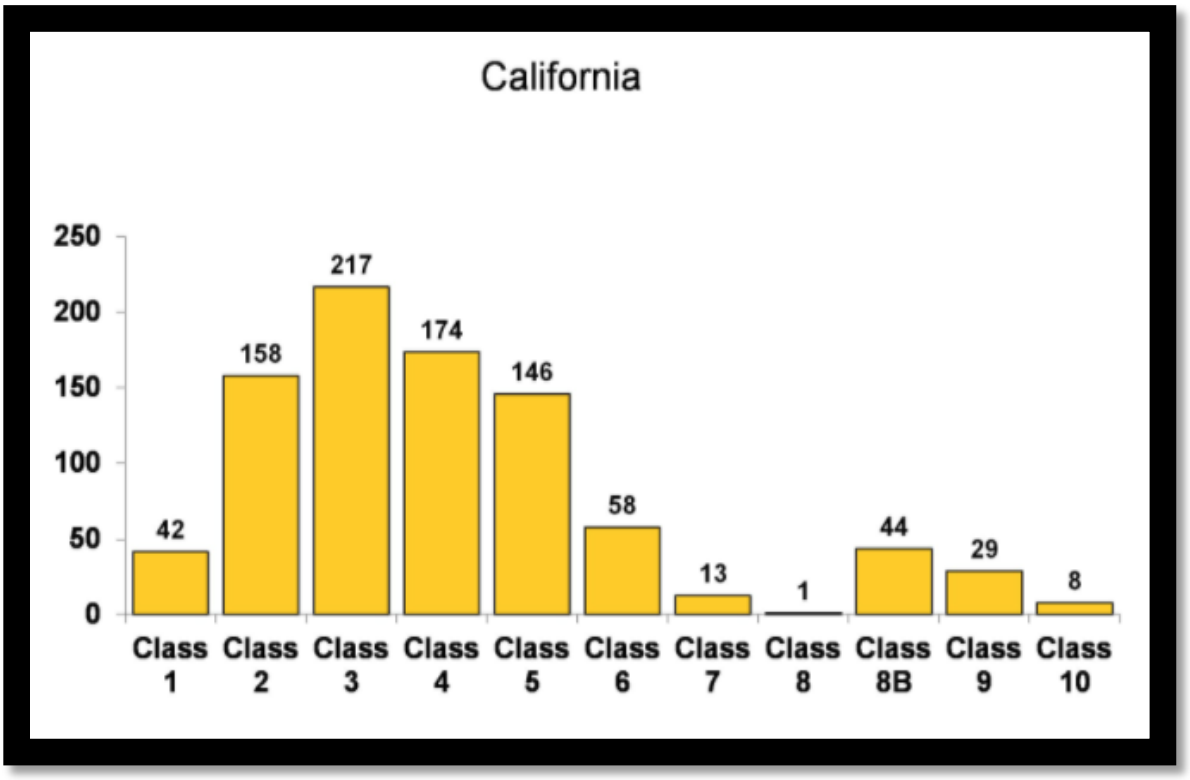
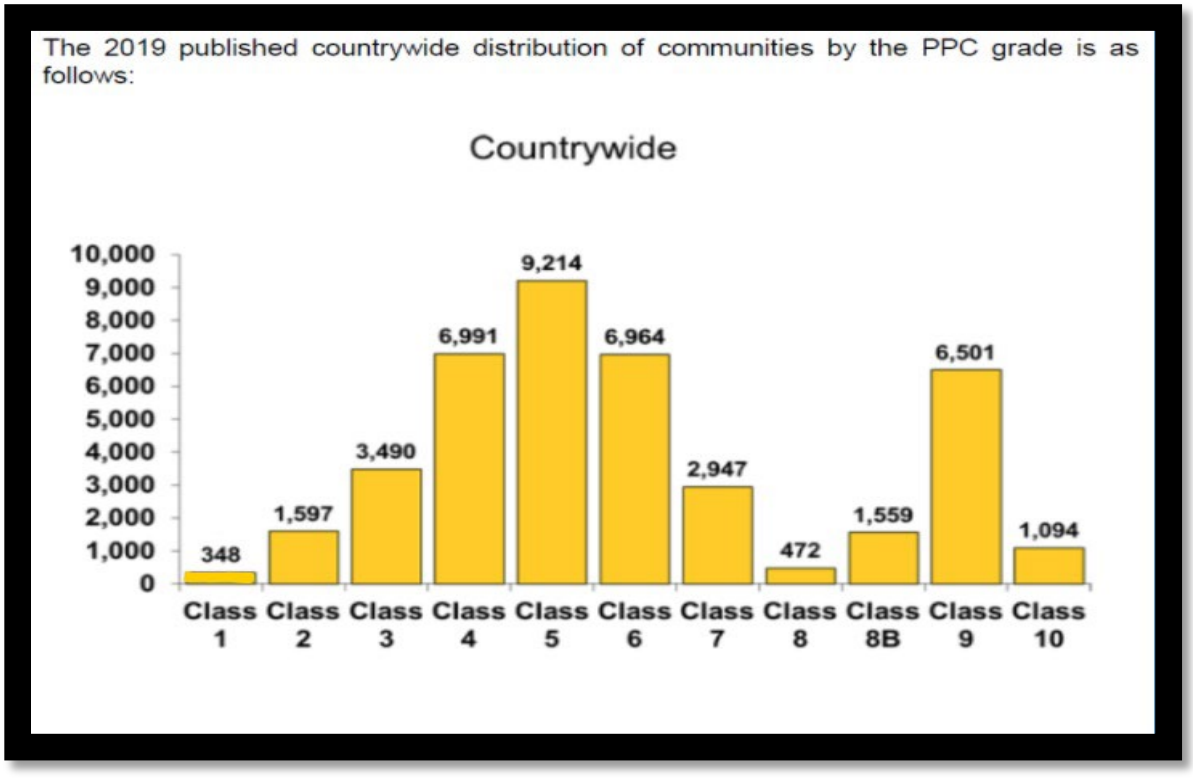


Figure 10-4: PPC Rating Distribution by Class Throughout the United States



Recreation

MBCSD's Community Center is the central hub for the District's recreational programming offerings. The District offers the opportunity for local volunteers and independent contractors to utilize the space for programming activities such as tai chi, yoga, and other programs. The Community Center offers users a meeting hall, children's playground, kitchen, and a small library space. The facility is offered for private party rentals and is also utilized for District hosted community events. Other recreational facilities offered by the District include a volleyball court and barbecue grounds located on the District's property on Frank Valley Road.

The District's recreational endeavors also include an inventory of the public trails that run throughout the Muir Beach community. An ad-hoc Trails Committee was formed in order to identify maintenance and safety enhancements for local trails as well as setting the goal of creating a map of public trails and easements throughout the area.

Road Maintenance

The District's activated service power of roads and access easement maintenance grants MBCSD authority over private roadways, pedestrian easements, utility easements, and drainage easements within the District's jurisdictional boundary. The public roadways within the District are maintained by the County of Marin and the California Department of Transportation. The private roadways within the District's purview include the following:

- Charlotte's Way
- Cove Lane
- Lagoon Drive
- Pacific Way
- Sunset Way
- Starbuck Extension
- White Way

In 1982, the District adopted the policy stating that it would complete minor maintenance work to keep roads safe for emergency vehicle use and that residents could continue with additional repairs at their own cost. The policy stated "General tax revenues shall only be used for the minor work necessary to keep the roads safe for the passage of emergency vehicles. Residents who wish improvements beyond such minor repairs may join other residents adjoining their road to cooperatively finance and undertake the improvements, with the advice and supervision of MBCSD if desired, but no funding." The District has the current stated policy intention of keeping the roads and pedestrian easements open and in good repair for the mutual use and benefit of the community and public at large.

10.6 ORGANIZATION STRUCTURE

Board of Directors

The Muir Beach Community Services District has a five-member board that is elected to staggered four-year terms. All directors are required to live within the District's jurisdictional

boundary. The Board of Directors meets regularly on the 4th Wednesday of each month at 7:00 p.m. at the Muir Beach Community Center located at 19 Seacape Drive in Muir Beach.

Table 10-2: Muir Beach Community Services District Board of Directors

Member	Position	Term Expiration
Steve Shaffer	President	December 2022
David Taylor	Vice-President	December 2024
Leighton Hills	Director	December 2022
Lisa Eigsti	Director	December 2022
Paul Jeschke	Director	December 2024

Administration

The Board of Directors of MBCSD appoints a General Manager who serves on an at-will basis to oversee all District activities and is exclusively responsible for the implementation of policies established by the Board of Directors. The General Manager oversees five part-time employees that include a Water System Operator, two Water Team Assistants, a Community Center Maintenance Manager, and one Janitorial Custodian.

10.7 ACCOUNTABILITY AND TRANSPARENCY

The Muir Beach Community Services District makes a concerted effort to maintain high accountability and transparency with all its activities. The MBCSD website (www.muirbeachcsd.com) provides extensive documentation and information on Board meetings, financial reports, services, history, resolutions, and more. At this time the District is meeting all of the requirements by the State of California for a public agency website.

Meeting and Agendas

The MBCSD Board of Directors meets regularly on the 4th Wednesday of each month at 7:00 p.m. at the Muir Beach Community Center located at 19 Seacape Drive in Muir Beach. Special meetings are held as needed to go over specific topics such as the annual budget. Meeting agendas and minutes can be found on the MBCSD website (www.muirbeachcsd.com/meetings).

Annual Budget Review

The District's budget, adopted no later than the July Board meeting each year, provides overall control of revenue and expenditures including appropriations on a line item basis and the means of financing them. The District's budget is broken down into five separate financial categories of fire, water, roads, recreation, and general in order to maintain proper controls. The District Manager presents financial reports to the Board every month to assure budgetary compliance.

10.8 FINANCIAL OVERVIEW

MBCSD has maintained positive revenue to expense differences in four of the five fiscal years covered in the financial actuals for FY 2016-17 to 2020-21. Average total annual revenues for the District over the 5-year period were $591,522. Revenue (as well as expense) sources for MBCSD are split into 5 main categories: general, fire, water, roads, and recreation. The general

revenues category accounts for approximately 33% of annual revenues and is mainly comprised of ad-valorem property tax as well as Educational Revenue Augmentation Fund (ERAF) funding. The fire revenues category accounts for approximately 12% of annual revenues and consists of the District's parcel tax for fire, Measure C and Measure W monies, as well as grants and donations. The water revenues category accounts for approximately 32% of annual revenues and is made up of charges for service and meter charges. The roads revenues category accounts for a slightly skewed percentage of total revenues within this 5-year study window as the category typically only accrues a small amount of grant funding revenues, however, in this study window the loan from Marin County in the amount of $300,000 as well as a grant of $60,000 was included in the totals. Lastly, the recreation revenues category accounts for approximately 10% of annual revenues and consists of Measure A funds, program charges, rental fees, and donations/grants. The projected revenue for the District for fiscal year 2021-22 is $554,554. A breakdown of the past 5 years of revenues and expenses can be seen below in Table 10-3.

Table 10-3: Muir Beach Community Services District Financial Audit Summary

Revenue	FY 2016 17	FY 2017 18	FY 2018 19	FY 2019 20	FY 2020 21	Averages
General	$181,856	$185,090	$195,089	$213,284	$220,145	$199,092
Fire	$46,971	$71,186	$44,266	$92,830	$112,274	$73,505
Recreation	$60,681	$56,954	$53,529	$45,093	$65,835	$56,418
Roads	$0	$16,551	$8,462	$360,000	$0	$77,002
Water	$173,972	$173,014	$162,048	$210,454	$208,028	$185,503
Total Revenues	$463,480	$502,795	$463,394	$921,661	$606,282	$591,522

Expenses	FY 2016 17	FY 2017 18	FY 2018 19	FY 2019 20	FY 2020 21	Averages
General	$170,961	$184,166	$137,460	$136,232	$150,187	$155,801
Fire	$27,292	$33,159	$26,834	$57,041	$20,989	$33,063
Recreation	$44,624	$59,222	$80,368	$74,350	$61,736	$64,060
Roads	$19,849	$17,186	$4,854	$16,616	$8,301	$13,361
Water	$217,747	$111,655	$101,122	$138,526	$127,283	$139,266
Total Expenses	$480,473	$405,388	$350,638	$422,765	$368,496	$405,522

Debt

As of June 30, 2020, MBCSD was carrying two main sources of long-term debt. In 2019, the District obtained a loan from the County of Marin in the principal amount of $300,000. The proceeds from the loan were allocated for road infrastructure improvements within the community. The loan bears interest at 3.5% with three payments due annually on December 5th with the totality of repayment scheduled for 2022.

The second source of long-term debt for the District is in the form of a loan from David Taylor as a representative of the Green Lane homeowners group in the amount of $16,750. The loan, secured in April of 2020, is non-interest bearing and must be repaid in full by April 30, 2030.

The loan funding was allocated to build the Green Lane Water Main Line and the accompanying fire hydrant installations.

MBCSD does not have any past or present employee pension obligations.

Financial Audit

The Muir Beach Community Services District annually has its financial statements audited and contracts with an outside accounting firm, R.J. Ricciardi, Inc. The most recent audited financial statement was prepared for the fiscal year ending June 30, 2020.

10.9 SUSTAINABILITY

Local agencies such as the Muir Beach Community Service District play a critical role in protecting natural resources and the environment. Extended periods of drought and increasingly unpredictable climate patterns have significantly increased the importance for local agencies to step up their own conservation and long-term planning measures as well as making a concerted effort towards higher levels of public outreach.

With a location that is deeply impacted by the wildland urban interface, being proactive in managing the fire fuel load surrounding the community of Muir Beach is a necessity. The District, by way of the Muir Beach Volunteer Fire Department, has a significant fuel reduction and defensible space program that receives funding aid for operations from both the Marin Wildfire Prevention Authority (Measure C) as well as the local parcel tax. These funding allocations allow the District to target high priority prevention efforts such as hazard tree removal, vegetation removal, a Highway 1 fuel break, and fuel reduction measures along Pacific Way.[31]

The District is also instrumental in water conservation within the Muir Beach community. The District offers its ratepayers the opportunity for up to a 50% discount based on bi-monthly usage stats showing that users are below a predetermined water conservation threshold. This has helped to guide the District to a point in September of 2021 that saw 73% of all of its metered connections using less than 150 gallons of water per day.

In times of more significant water shortages such as the recent severe drought conditions throughout California, the District has taken measures to restrict non-essential uses of water. A resolution originally passed in 2014 (Resolution 2014-8-28) was recently reaffirmed by the Board of Directors to prohibit what the District deemed non-essential uses. These uses included (but are not limited to) no landscape irrigation between the hours of 11 a.m. and 7 p.m., landscape irrigation limited to no more than twice a week, requiring that garden hoses be outfitted with a shut-off nozzle at the discharge end, and banning the washing of sidewalks/driveways/parking areas and the filling of swimming pools. The District also monitors the water usage of the 20 highest volume consumers in the District after notifying them of their usage levels to ensure that efforts are made to curtail usage levels.

[31] Marin Community Wildfire Protection Plan

11.0 TOMALES VILLAGE COMMUNITY SERVICES DISTRICT

11.1 OVERVIEW

The Tomales Village Community Services District (TVCSD) was established in 1998 as an independent special district under Section 61600 and 61601 of the California State Government Code. The District is the northernmost agency within this study, approximately five miles south of the Sonoma County Border, with Dillon Beach approximately three miles to the west and is bisected by Highway 1. The District's jurisdictional boundary encompasses approximately 169 acres. TVCSD serves a population of approximately 187[32] persons.

TVCSD's currently activated service powers include wastewater collection and treatment as well as parks and recreation. These services are primarily provided to the census-designated place (CDP) of Tomales. The last municipal service review that included the TVCSD was conducted in 2009.

Table 11-1: Tomales Village Community Services District Overview

Tomales Village Community Services District			
Primary Contact:	Melinda Bell	Phone:	(707)-878-2767
Mailing Address:	P.O. Box 303, Tomales 94971		
Formation Date:	November 12, 1998		
Services Provided:	Wastewater Collection & Treatment, Parks & Recreation		
Service Area:	169 acres	Population Served:	187

11.2 FORMATION AND DEVELOPMENT

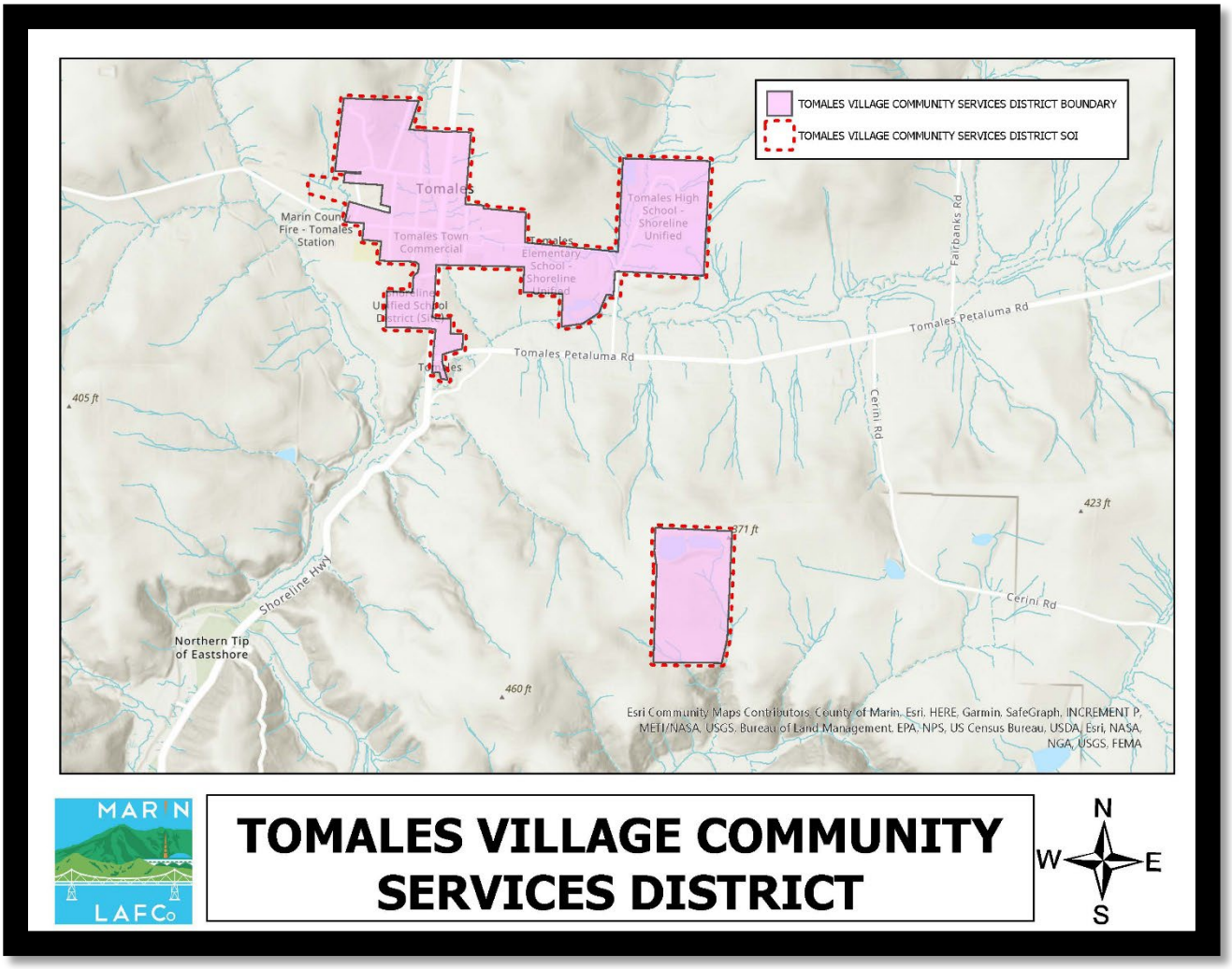
While the Tomales Village Community Services District is one of the more relatively recently formed independent special districts in Marin County, having been established in 1998, the chain of events that would lead to the creation of the District dates back decades earlier. In the late 1960s, the County of Marin imposed a moratorium on new development within the Tomales planning area due to the state of disrepair in which many of the local septic systems were in, combined with the physical proximity of those septic systems to the drinking water wells on the properties. It was mandated that a water system or sewer system be constructed before any new property development could occur. Residents voted in favor of a sewer system and by way of procuring both grants and loans, it was completed in 1975. In 1976, the North Marin Water District (NMWD) assumed operations and management of the sewer system.

In 1996, secondary treated wastewater spilled out from a broken pipe for several days before being noticed and corrected. NMWD was fined by the Regional Water Quality Control Board. In an effort to compensate for the fine, NMWD increased the rates of Tomales residents, which led to the residents forming a committee to negotiate with NMWD to try to find a more equitable way to handle the situation. These negotiations led to NMWD spreading the cost of the fine over its entire customer base as opposed to just on the ratepayers in Tomales. The committee also procured the services of a third-party operations and maintenance firm to take over day-to-day

[32] 2020 US Census Redistricting Data

operations. Ultimately, a movement to form a new independent special district to detach the sewer system from NMWD led to a vote of community members which passed with over 80% approval, forming the Tomales Village Community Services District. In addition to the sewer system, the District assumed the operation and ownership of the Tomales Community Park.

Figure 11-1: Tomales Village Community Services District Jurisdictional Boundary and Sphere of Influence



11.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Tomales Village Community Services District's jurisdictional boundary encompasses approximately .26 square miles and covers 169 acres of unincorporated Marin County. In total there are 139 legal parcels encompassed within TVCSD's boundary. The District's boundary has only one recorded change, with the addition of four parcels in August of 2015.

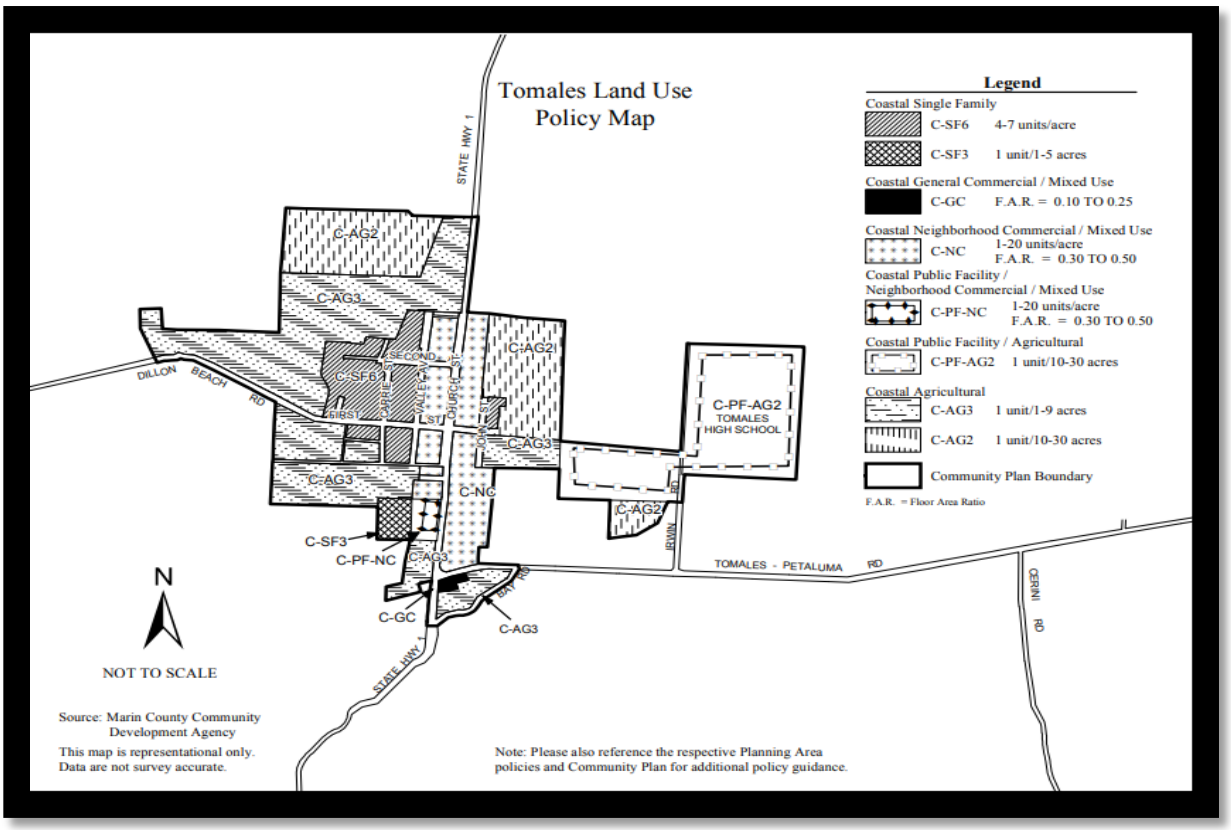
The District's sphere of influence was established by Marin LAFCo in November of 1998 as a zero sphere. The sphere was updated in 2010 to be coterminous with the District's existing

jurisdictional boundary while adding 6 parcels to the sphere of influence that were not within the District's boundary at that time.

11.4 GROWTH AND POPULATION

The Tomales Village Community Services District encompasses the census-designated place (CDP) of Tomales. According to 2020 U.S. Census Redistricting Data, the population of the CDP is 187, which is approximately an 8% decrease from the 2010 population number 204[33]. The most recent census data shows the CDP to have 108 total housing units, with 86 of those units occupied. The remaining development potential in the planning area, assuming that the maximum residential densities under the various zoning designations would occur, puts the buildout for the area at 193 units. Since 1990, only 17 units have been added to the planning area, making the annual residential unit additions approximately .5 units per year. While TVCSD has the wastewater capacity to support growth within the planning area's potential buildout, minimal growth is anticipated in the area. A land-use map for the planning area can be seen below in Figure 11-2.

Figure 11-2: Tomales Land Use Policy Map



[33] 2020 US Census Redistricting Data

11.5 MUNICIPAL SERVICES

Wastewater Collection and Treatment

TVCSD provides wastewater collection, treatment, and disposal to 123 connections (residential and business) to the census-designated place of Tomales including the Tomales campus of the Shoreline Unified School District, which uses approximately one-third of the total capacity of the District's system. Wastewater operations were taken over by TVCSD upon its formation in 1998 from the previous agency, the North Marin Water District. The District's sewer service area encompasses approximately .26 square miles with a collection system of pipelines stretching approximately 2.75 linear miles and consisting of pipes ranging in size from two inches to eight inches. The system collects, treats, and disposes of an average of approximately 17,000 gallons per day of wastewater. Within the system, wastewater is collected from the community of Tomales' connections and is pumped (or flows by gravity) to a treatment system that consists of three ponds. Within this system, wastewater is continually treated by settling and aeration as it moves from one pond to the next, with the cleanest water within the first pond flowing into the second pond, and the cleanest water in the second pond flowing into the third. The treated water from the third pond is then pumped to storage ponds where the water is disinfected with chlorine and given additional time for further settling and breakdown of organic materials. These ponds allow for storage of the treated water in the wintertime when irrigation is not permitted, and in the summer months, the fully treated water is dispersed on a 23-acre irrigation field.

The treatment facilities and collection system have undergone substantial rehabilitation since the formation of TVCSD. In 2002, the District employed the services of Phillips and Associates for the first phase of the renovations which included repairs to designated sites along the collection line, rehabilitation of 10 manholes, and the replacement of the lift station. In 2005, the second phase of the rehab was designed by Erickson Engineering, which included the redesign of the biological treatment system from a single pond to a three-pond Hypalon lined system. The new ponds liners are rated for 50-years and ensure there is no leakage into the surrounding ground. This phase also included the replacement of two high lift pumps, three aerators, and new metering equipment. Currently, the District is planning for additional significant improvements in FY 2026-27 with the slip-lining of a substantial amount of its collection system, as well as the rehabilitation of 10 manholes throughout the service area.

The operations and maintenance of the wastewater system has been handled by a third-party vendor since the District's formation. The contract for services was originally awarded to Philips & Associates. This agency served the District through 2016, at which time it was purchased by Natural Systems Utilities. Natural Systems Utilities continues to serve the district with operations and maintenance at this time. The contract treatment

plant operator makes weekly inspections of the District's treatment plant and the lift station to ensure effective operation, in compliance with Regional Water Quality Control Board requirements. These weekly inspections are documented in a weekly log.

Parks and Recreation

TVCSD owns, maintains, and makes available for public rental the Tomales Community Park, located at 10 Valley Street in Tomales. The park, originally built in 1982, is .89 acres and underwent a complete overhaul in order to be brought up to current state and federal safety and accessibility guidelines. The full expanse of the park was re-graded and terraced, and containment borders for fall surfaces were added to each play area. Multiple play apparatuses were added including two sets of swings, a climbing dome, and a climbing structure known as the "Dutton House" that was designed after a photo of a house that once stood on the property. Other additions included a large outdoor barbecue pit, picnic benches, and ADA-accessible bathrooms. All of the upgrades to the park were funded by way of grants and donations. Beginning in 2013 and continuing today, park improvements and maintenance receive funding by way of Measure A funds.

Most recently, TVCSD completed the construction of a large gazebo area in the park. The final inspection of the structure was conducted by the district on June 30, 2020. The gazebo, which was originally built in 1979, was demolished and removed in 2019 due to its dilapidated condition. The District is currently in the process of hiring an engineer for the addition of ADA-compliant ramps from the gazebo to the restrooms and other areas of the park.

11.6 ORGANIZATION STRUCTURE

Board of Directors

The Tomales Village Community Services District receives oversight and policy direction by way of a five-member board that is elected to staggered four-year terms. All directors are required to be registered voters within the District's jurisdictional boundary. The Board of Directors meets regularly on the 2nd Wednesday of each month at 7:00 p.m. at the Tomales Town Hall located at 27150 Shoreline Highway in Tomales.

Table 11-2: Tomales Village Community Services District Board of Directors

Member	Position	Term Expiration
Donna Clavaud	President	December 2024
Bill Bonini	Vice-President	December 2022
Dru Fallon	Director	December 2022
Peter MacLaird	Director	December 2024
John Ward	Director	December 2022

Administration

The Board of Directors of TVCSD contracts with a consultant for the District's General Manager services. The General Manager conducts the day-to-day management of the District as specifically outlined within the contract. The General Manager oversees the work of the contracted operations and maintenance agency.

11.7 ACCOUNTABILITY AND TRANSPARENCY

The Tomales Village Community Services District makes a concerted effort to maintain high accountability and transparency with all its activities. The TVCSD website (www.tomalescsd.ca.gov) provides extensive documentation and information on Board meetings, financial reports, services, history, contracts, resolutions, and more. At this time, District staff has been notified that it has fallen behind on posting the required up-to-date financial documentation as well as document remediation for ADA compliance. Staff is making an effort to update the necessary parts of the page but due to current turnover in management staff, this process has been delayed.

Meeting and Agendas

The TVCSD Board of Directors meets regularly on the 2nd Wednesday of each month at 7:00 p.m. at the Tomales Town Hall located at 27150 Shoreline Highway in Tomales. Special meetings are held as needed to go over specific topics. Meeting agendas and minutes can be found on the TVCSD website (www.tomalescsd.ca.gov/2022-packets-and-minutes) and are always posted at least 72 hours prior to a meeting being held.

Annual Budget Review

The District's budget, typically adopted no later than the July Board meeting each year, provides overall control of revenue and expenditures including appropriations on a line item basis and the means of financing them. The Financial Manager presents financial reports to the Board every month to assure budgetary compliance.

11.8 FINANCIAL OVERVIEW

TVCSD has maintained a positive operational revenue to expense differential in each of the five fiscal years FY 2016-17 to 2020-21 without the inclusion of depreciation and debt payments into the operational equation. While depreciation and debt repayments are ultimately included within the balance sheets, the sewer operations for the District have shown to be positive and two rate increases over the study period implemented to address any possible liquidity issues have helped the District to maintain positive cash balances. The average total annual revenues for the District over the 5-year period were $239,671. The primary revenue source for the District is sewer service charges (95%) with a negligible amount of property taxes supplementing. The District receives Measure A monies which account for 98% of its annual parks funding. With Measure A up for renewal this year, despite having a sizeable reserve fund from which to draw, it will be critical for the District's continued parks operations for the measure to be renewed. The primary annual expenses for TVCSD are administrator's fees and the contract for maintenance and

operations services. The projected revenue for the District for fiscal year 2021-22 is $237,867. A breakdown of the past 5 years of revenues and expenses can be seen below in Table 11-3.

Table 11-3: Tomales Village Community Services District Financial Audit Summary

Revenue	FY 2016 17	FY 2017 18	FY 2018 19	FY 2019 20	FY 2020 21	Averages
Parks	$35,598	$36,648	$40,486	$64,825	$36,792	$42,869
Sewer	$176,652	$179,617	$207,889	$206,317	$213,531	$196,801
Total	$212,250	$216,265	$248,375	$271,142	$250,323	$239,671

Expenses	FY 2016 17	FY 2017 18	FY 2018 19	FY 2019 20	FY 2020 21	Averages
Parks	$18,651	$10,874	$18,248	$12,175	$25,604	$17,110
Sewer	$223,561	$211,537	$202,035	$204,428	$221,106	$212,533
Total	$242,212	$222,411	$220,283	$216,603	$246,710	$229,643

Debt

As of June 30, 2021, TVCSD was carrying $97,419 in long-term debt. In 2003, the District entered into a loan agreement with the State Water Resources Control Board in order to make major capital improvements throughout TVCSD's infrastructure. In 2008, it was converted into a note payable. The loan is repaid annually in installments of $24,137 and accrues interest at 2.5%. The loan is set to mature in December of 2022.

The second source of long-term debt for the District is in the form of clean renewable energy bonds that were issued in the amount of $305,000 at 0% interest. The District used the monies to install two solar-powered systems at the irrigation field and the treatment plant. Annual payments of $17,941 are made annually in December with the final payment being due in 2025.

Financial Audit

The Tomales Village Community Services District annually has its financial statements audited and contracts with an outside accounting firm, Robert W. Johnson. The most recent audited financial statement was prepared for the fiscal year ending June 30, 2021.

11.9 SUSTAINABILITY

Local agencies such as the Tomales Village Community Services District play a critical role in protecting natural resources and the environment. Extended periods of drought and increasingly unpredictable climate patterns have significantly increased the importance for local agencies to step up their own conservation and long-term planning measures as well as making a concerted effort towards higher levels of public outreach.

TVCSD operates its wastewater treatment facilities by way of solar energy that is produced by solar arrays that were constructed by the District through the use of clean energy bonds in 2009. The two solar arrays combine to generate 31.8 kilowatts of energy. The District was supported by the community in this endeavor through the agreement of a $5 per month rate increase that is

specifically allocated towards paying down the balance of the bonds. The California Solar Initiative also offered the District refunds based upon the usage and generation of energy from the system. In addition to the sustainability efforts shown by the District, over the years there has been a significant financial improvement as far as annual energy expenses.

12.0 INVERNESS PUBLIC UTILITY DISTRICT

12.1 OVERVIEW

The Inverness Public Utility District (IPUD) was established in 1948 as an independent special district under Section 15501 of the California Public Utilities Code. The Marin County Boundary Change Commission approved the jurisdictional boundary of the District which was followed by a successful vote of the residents within the boundary. The District is located on the west shore of the Tomales Bay, with the Point Reyes National Seashore to its west and south. The District's jurisdictional boundary encompasses just under 2.2 square miles. IPUD serves a population of approximately 1,447[34] persons. The last municipal service review that included the IPUD was conducted in January of 2016 (though only one of the District's services was reviewed) as part of the Countywide Water Municipal Service Review. The last full municipal service review was in 2007.

IPUD's currently activated service powers include potable water and fire protection. These services are primarily provided to the northern half of the census-designated place (CDP) of Inverness. The District's primary potable water supply is collected locally from the three perennial creeks within the District by way of permits with the State Water Resources Control Board.

Table 12-1: Inverness Public Utility District Overview

Inverness Public Utility District			
Primary Contact:	Shelley Redding	Phone:	(415)-669-1414
Main Office:	50 Inverness Way North, Inverness 94937		
Formation Date:	1948		
Services Provided:	Potable Water and Fire Protection		
Service Area:	1,410acres	Population Served:	1,447

12.2 FORMATION AND DEVELOPMENT

The Inverness Public Utility District's formation took place in 1948 with the intention for the District to be the conduit for the purchase of the private water company, Inverness Water Works, and proceed with potable water service duties following the acquisition. Between 1949 and 1951, three separate voter measures failed to pass in order to purchase the water company, leaving the District essentially dormant until activating its fire protection services in 1951. A vote of the District's Board of Directors enabled IPUD to assume all service responsibilities of the Inverness Volunteer Fire Department. In 1954 a bond measure was passed in order to fund the construction of the firehouse.

In June of 1979, IPUD received voter approval for the issuance of up to $750,000 in bonds for the purchase and rehabilitation of two privately owned water systems in the area. Upon acquiring the water systems, the Board of Directors for IPUD voted to activate its latent power to

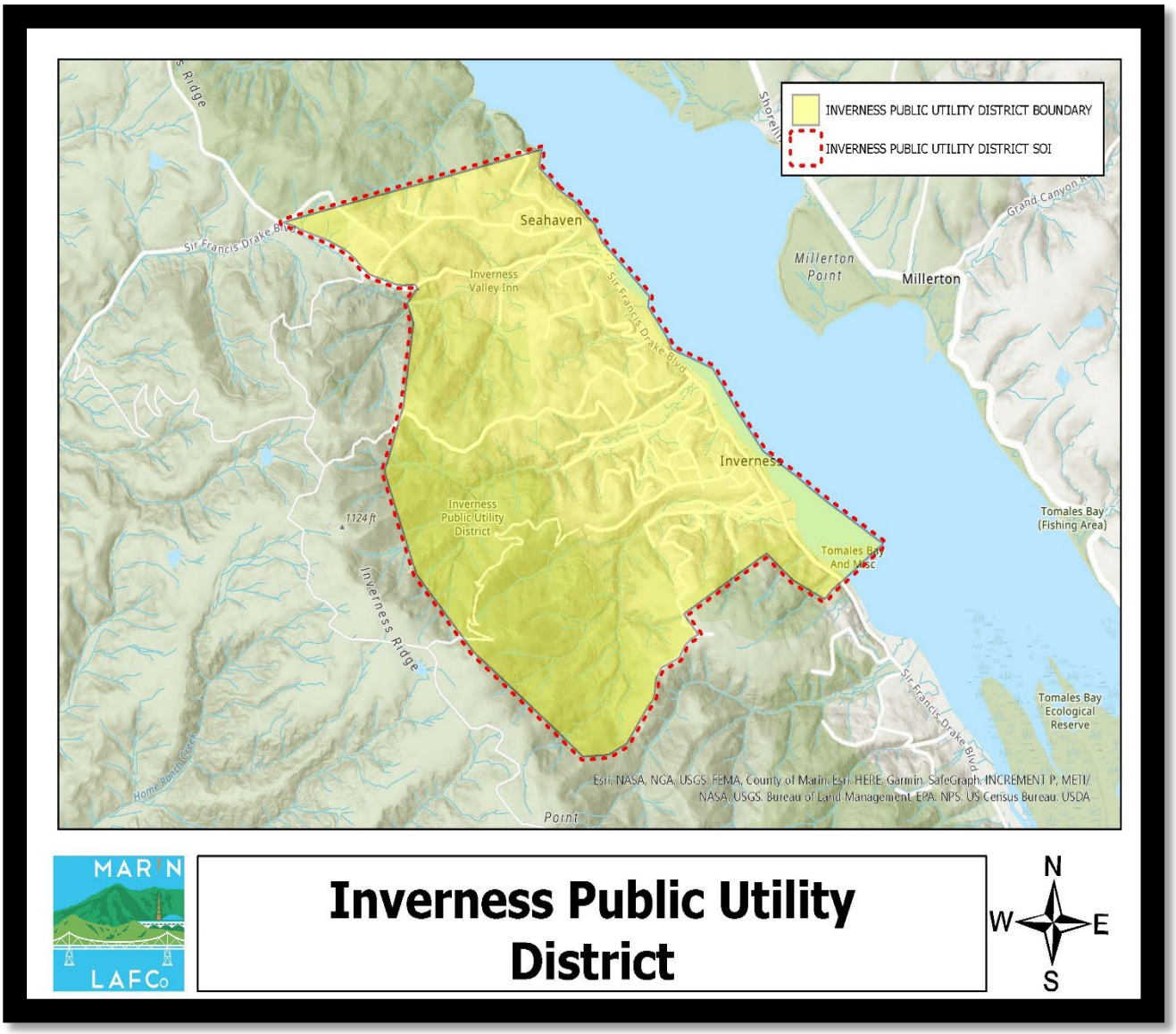
[34] Population served calculated through the means given in California Code of Regulations Section 64412 using number of current service connections multiplied by 2.8.

provide domestic water service which was possible due to it predating legislation that requires agencies to have latent powers approved by LAFCo.

In June of 1980, the voters within the District approved a special tax to fund fire protection and prevention efforts within the District. The tax was levied at six cents per square foot of each structure within the boundary and $5 per parcel acre for all unimproved properties. The tax contains no sunset date and continues funding the District's fire-related efforts to this day.

In January of 1982, IPUD's water system experienced significant damages from major flooding and mudflows due to an overwhelming storm that swept across a majority of the Bay Area. Road access to the District was cut off for several days which only served to delay repairs. The incident led the District to begin considering different avenues for supplemental water supplies in the event of any emergency need. The North Marin Water District (NMWD) seemed a natural partner in this endeavor as NMWD serves the area to the south of IPUD's boundary. An intertie between the two districts was installed and an agreement was signed enabling either district to import water from the other in the event of a natural or man-made disaster (excluding drought shortages). The two districts began a preliminary discussion in early 1987 for IPUD to purchase supplemental water from NMWD on a regular basis. A petition by residents was circulated forbidding the District to negotiate any agreement with NMWD without voter approval. The proposed initiative ordinance was accepted and enacted by the Board of Directors on July 20, 1987. A year later, the Board of Directors submitted to the voters a proposal asking for permission to negotiate a supplemental water purchase agreement with NMWD. A vote was held in November of 1988 and the measure was defeated by the voters with the faction opposed to negotiations for an agreement to import water capturing over 70% of the vote.

Figure 12-1: Inverness Public Utility District Jurisdictional Boundary and Sphere of Influence



12.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Inverness Public Utility District's jurisdictional boundary encompasses approximately 2.2 square miles and covers 1,410 acres of unincorporated Marin County. Approximately one-tenth of that acreage (196 acres) is part of the Tomales Bay State Park and is owned by the State of California. In total there are 745 legal parcels encompassed within IPUD's boundary. The District's boundary was expanded twice in the 1970s to take in the Pine Hill and Seahaven neighborhoods. The area of the District's boundary is shared by the North Marin Water District (NMWD), despite all water services within IPUD's boundary being provided by IPUD and the District's boundary not being included in NMWD's sphere of influence. In a sphere of influence update conducted in 2017, the Commission concluded that IPUD's boundary continues to be excluded from NMWD's sphere of influence as "… these areas merit detachment from NMWD

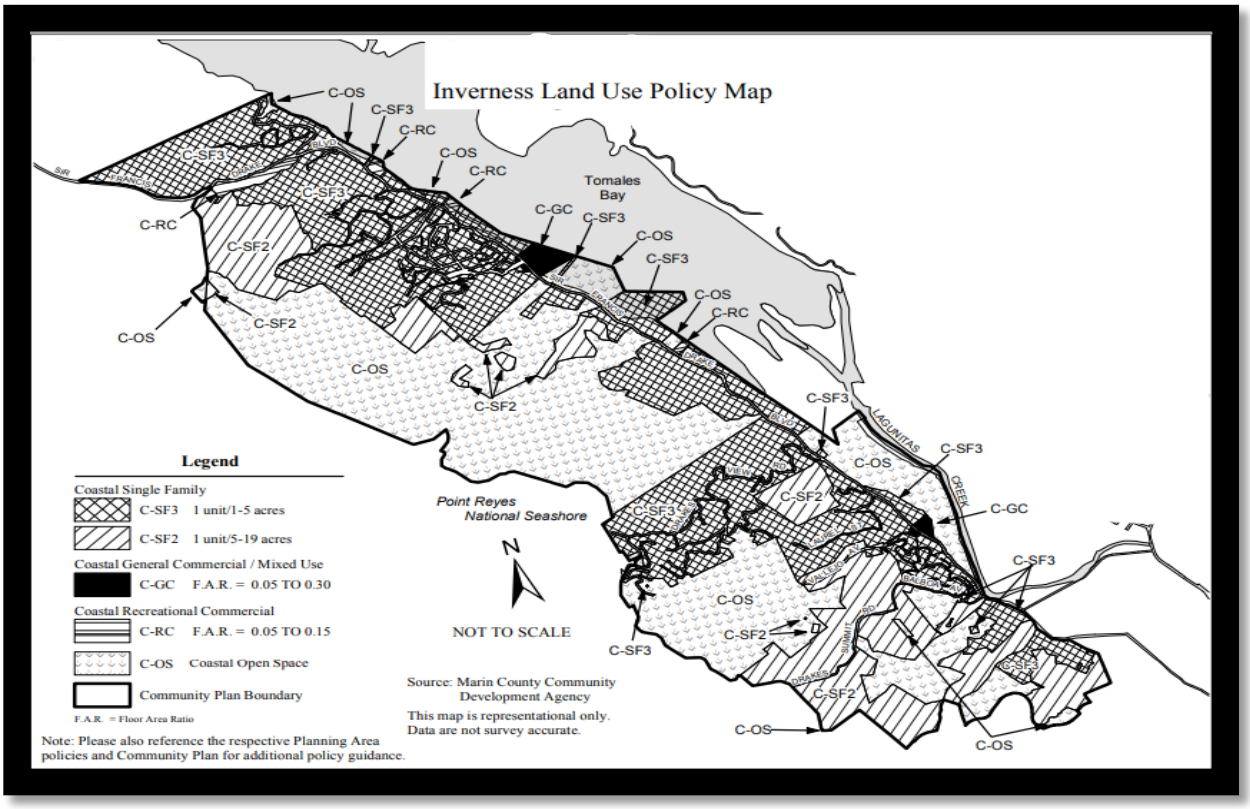
given the lack of social and economic communities of interests, and furthermore, the Commission encourages the District (NMWD) to submit one or more proposals to facilitate the referenced changes."

The District's sphere of influence was established by Marin LAFCo in November of 1984. At that time, the sphere of influence was coterminous with the jurisdictional boundary. Marin LAFCo reaffirmed the sphere of influence in 2007.

12.4 GROWTH AND POPULATION

The Inverness Public Utility District encompasses the northern half of the census-designated place (CDP) of Inverness. According to 2020 U.S. Census Redistricting Data, the population of the entire CDP is 1,379, which is approximately a 6% increase from the 2010 population number 1,304[35]. The most recent census data shows the CDP to have 1,085 total housing units, with 702 of those units occupied. The remaining development potential within the IPUD boundary appears limited to the 55 privately owned undeveloped parcels that meet the minimum development size under existing County zoning standards and appear relatively unhindered by the area's topographical constraints. A land-use map for the planning area can be seen below in Figure 12-2.

Figure 12-2: Inverness Land Use Policy Map



[35] 2020 US Census Redistricting Data

12.5 MUNICIPAL SERVICES

Potable Water

The Inverness Public Utility District provides retail potable water services through its own supply, treatment, storage, and distribution facilities. The infrastructure originally was constructed by two separate private water companies, the Inverness Land & Water Company (which later became simply Inverness Water Company) and the Seahaven Water Company. The distribution system extends approximately 10.5 miles. The District's water supplies are locally sourced and obtained from surface and groundwater sources from an approximately 600-acre area within the 400 square mile area that comprises the Tomales Bay watershed. These sources, provide the District with an estimated maximum available annual yield of 100 acre-feet.

The primary potable water sources for IPUD are eight diversion points on three separate perennial creeks: First Valley Creek, Second Valley Creek, and Third Valley Creek. Each of the creeks runs across the District and are tributaries to Tomales Bay. The surface diversions are permitted as pre-1914 appropriative rights from the State Water Resources Control Board and allow IPUD to draw water throughout the year without being subject to any external limitations. These pre-1914 diversions account for approximately four-fifths of IPUD's annual supply.

As a secondary source, the District also maintains two additional surface diversions on First Valley Creek and Second Valley Creek that are used as necessary. The permits for these two diversions are post-1914 appropriative rights and can be accessed year-round but are subject to volume restrictions. The District typically reserves accessing these sources to necessitation in the summer months with the permit restrictions limiting IPUD to withdrawing 30 gallons per minute only between June 1st and November 15th. The District is allowed to draw up to 50% of available flows from the sources after that timeframe. The District also manages three groundwater well sites to supplement the surface sources as needed. Two of the three wells have a 1.5 gallons per minute capacity and the third has a 4 gallons per minute capacity and are therefore used sparingly.

IPUD has two separate treatment facilities, F1 and F3, that provide nano-filtration and chlorine disinfectant treatment to all of the raw water drawn. Combined, the treatment facilities have the capacity to treat 120 gallons per minute for a possible daily treatment production level of .53 acre-feet. The F1 treatment facility is responsible for the majority of the treated water that is produced. The plant treats the water that is gravity fed to it from six of the eight main diversion points off of First Valley Creek and Second Valley Creek. The facility also receives water that is pumped to it from the two lower elevation diversion points as well as from the three well sites. The F1 treatment plant was originally constructed in 1983 and originally used two membrane sediment filters to separate organic/inorganic materials without the addition of chemicals in the initial filtration process. In 2014 a new nano-filtration system was installed. After filtration, chlorine is added to filtered water before being pumped into storage tanks where it is gravity fed into the distribution system. The treatment capacity of the F1 facility is 100 gallons per minute. The F3 facility is operated as needed and treats raw water that arrives by way of gravity from the two main diversion points on the Third Valley Creek. The F3 treatment plant was updated in

2014 using nano-filtration and treats raw water in the same process manner as the F1 facility but with a significantly reduced treatment capacity of 20 gallons per minute.

The distribution system for IPUD is comprised of approximately 10.5 miles of water mains that supply the District's seven pressure zones that connect a 300-foot range in elevation between the 517 service connections. Over three-fourths of IPUD's water distribution comes from the pressure zones receiving distribution from the F1 treatment facility. Both gravity and pumping are used to recharge the pressure zones for both F1 and F3. Seven tanks within the F1 portion of the distribution system combine for a storage capacity of 326,400 gallons (including one 43,700 gallon tank currently under construction), while three additional tanks in the F3 distribution zone hold 140,000 gallons.

IPUD collects two separate fees from its users: a metered usage fee and a bi-monthly fixed charge. The fixed charge is currently composed of two separate charges. The first, a basic charge, is $150 for two months and covers water system operating expenses. The second is a temporary charge that is a drought surcharge. At $30 every two months, this charge aims to recoup debt recognized during the 2019-2021 drought period and will sunset after June 30, 2023. The final charge within the fixed charges is a cross-connection program charge which applies to only 18 ratepayers who have a well or a private water storage tank on their property. This charge is $12 per two months. The charges are set by a Board of Directors' ordinance and are intended to provide full cost-recovery for the daily operation of the water system as well as providing funding for projected capital improvement schedules. The usage fee is tiered and escalates based on the total volume consumed. Usage of 1-499 cubic feet is included within the basic charge; 500-1,199 cubic feet is $3 per 100 cubic feet.

Fire Protection

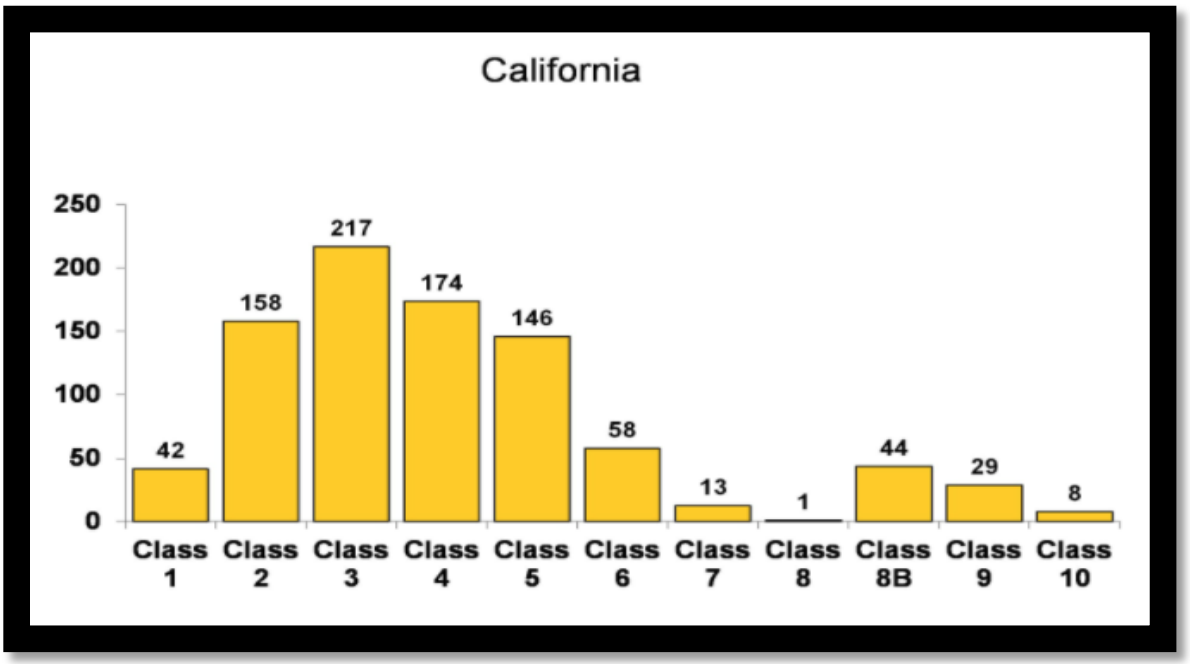
The Inverness Public Utility District provides fire protection, emergency medical response, and disaster preparedness by way of a vote to activate the District's latent power in 1951 to assume the management of the Inverness Volunteer Fire Department (IVFD). The District maintains a roster of approximately 20 volunteer firefighters as well as one paid Fire Chief. The response area for fire services matches the District boundary, with Tomales Bay State Park to the north, Point Reyes National Seashore to the west, Tomales Bay to the east, and Marin County Fire Department's service area to the south.

The Tomales Bay State Park and the Point Reyes National Seashore both receive fire protection services by way of a contract with the Marin County Fire Department whose closest stations for response are in Point Reyes and Hicks Valley. The District contracts with MCFD for dispatch services and an automatic mutual aid response protocol was established with MCFD in 1994. The Department is part of a Cooperative Fire Agreement with the Point Reyes National Seashore; other participants in this agreement include MCFD, Bolinas Fire Protection District, Stinson Beach Fire Protection District, Muir Beach Fire Department, South Marin Fire Protection District, and Sausalito Fire Department. The District is also a part of the Marin Wildfire Prevention Authority (MWPA) which helps to provide annual funding for its 17 member agencies' fire-related projects and services. The District receives .52% of MWPA's total annual funding allocations.

The District has a single station, at 50 Inverness Way, on the Village Green near the commercial center of town. The District owns the Firehouse/Village Green parcel. The Firehouse was built in 1956 and remodeled and expanded slightly in 1992. It houses the Fire Department, a community meeting room, and the District and Water System offices. District fire suppression equipment includes two Type 1 engines, one Type 6 engine, one small rescue vehicle, and two command/utility vehicles.

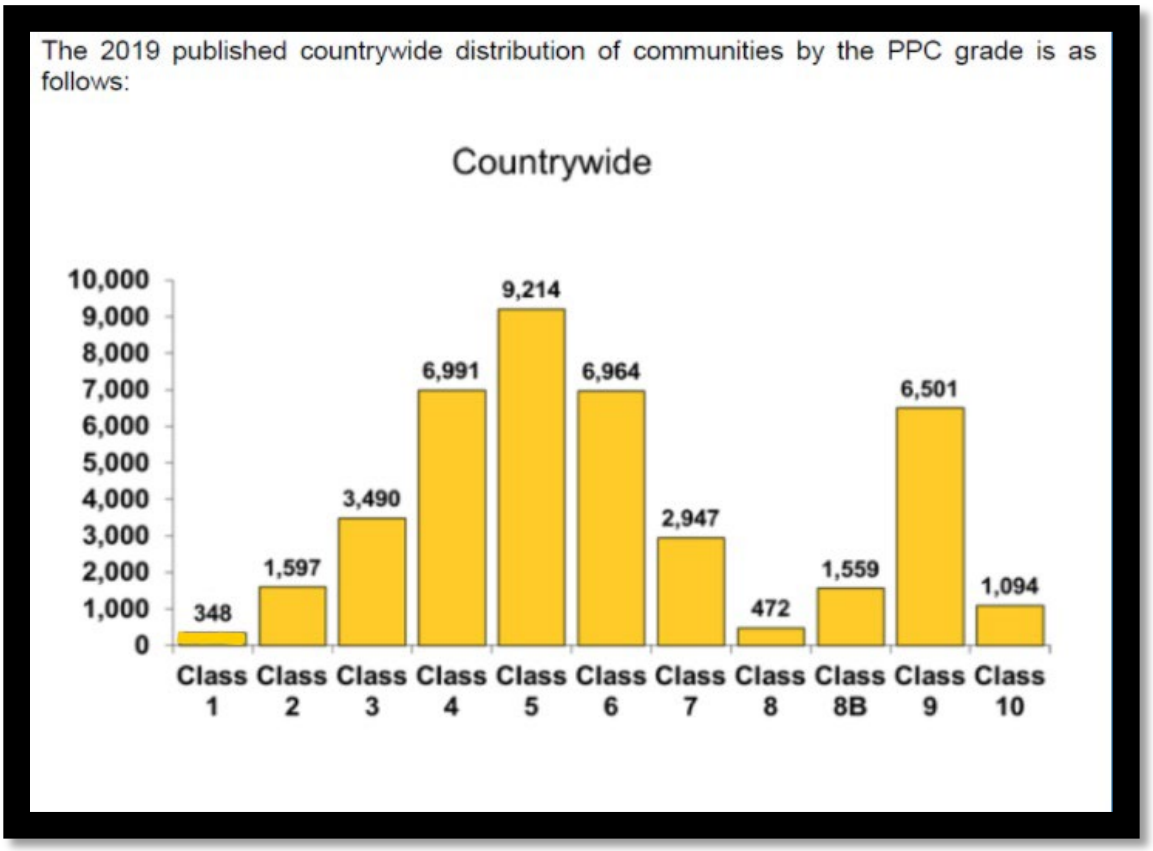
Effective September 1, 2021, Inverness Public Utility District was given a Class 5/5x Public Protection Classification (PPC) rating by the Insurance Services Office (ISO), an organization that independently evaluates municipal fire-protection efforts throughout the United States. Ratings range on a scale of 1 to 10. Class 1 generally represents superior property fire protection, and class 10 indicates that the area's fire suppression program does not meet ISO's minimum criteria.[36] While many communities receive a single number classification, many smaller and more rural communities receive a split classification to reflect the risk of loss more precisely. In the case of a split classification, the first number refers to the classification of properties within 5 road miles of a fire station and within 1,000 feet of a creditable water supply. The second number, with either the X or Y designation, applies to properties within 5 road miles of a fire station but beyond 1,000 feet of a creditable water supply (i.e. fire hydrant). ISO generally assigns Class 10 to properties beyond 5 road miles. The majority of insurance agencies throughout the country use the PPC classification for underwriting and calculating premiums on residential, commercial, and industrial properties. Figures 12-3 and 12-4 below show the breakdown of PPC rating data throughout both the United States and California.

Figure 12-3: PPC Rating Distribution by Class Throughout California



[36] How the PPC Program Works

Figure 12-4: PPC Rating Distribution by Class Throughout the United States



12.6 ORGANIZATION STRUCTURE

Board of Directors

The Inverness Public Utilities District was originally formed with a three-member governing board. The board was expanded in the mid-1970s to its current levels today of a five-member board that is elected to staggered four-year terms. All directors are required to be registered voters within the District's jurisdictional boundary. The Board of Directors meets regularly on the 4th Wednesday of each month at 9:00 a.m. at the IPUD Administrative Office located at 50 Inverness Way in Inverness.

Table 12-2: Inverness Public Utility District Board of Directors

Member	Position	Term Expiration
Ken Emanuels	President	December 2022
Dakota Whitney	Vice-President	December 2024
Kathryn Donohue	Director	December 2024
Brent Johnson	Director	December 2024
David Press	Director	December 2022

Administration

The Board of Directors of IPUD appoints a General Manager who serves on an at-will basis to oversee all District activities and is exclusively responsible for the implementation of policies established by the Board of Directors. The General Manager oversees four employees that include one Chief of Operations, one Senior Water Operator, one Customer Services Manager, and one part-time Administrative Assistant.

12.7 ACCOUNTABILITY AND TRANSPARENCY

The Inverness Public Utility District makes a concerted effort to maintain high accountability and transparency with all its activities. The IPUD website (www.invernesspud.org) provides extensive documentation and information on Board meetings, financial reports, services, history, water conservation, resolutions, and more. At this time the District is meeting all of the requirements by the State of California for a public agency website.

Meeting and Agendas

The IPUD Board of Directors meets regularly on the 4th Wednesday of each month at 9:00 a.m. at the IPUD Administrative Office located at 50 Inverness Way in Inverness. Special meetings are held as needed to go over specific topics. Meeting agendas and minutes can be found on the IPUD website (www.invernesspud.org/board-meetings).

Annual Budget Review

The District's budget, typically adopted no later than the July Board meeting each year, provides overall control of revenue and expenditures including appropriations on a line item basis and the means of financing them. The District Manager presents financial reports to the Board every month to assure budgetary compliance.

12.8 FINANCIAL OVERVIEW

IPUD has maintained a positive budgeted revenue to expense differential in each of the five fiscal years FY 2016-17 to 2020-21. The average total annual revenues for the District over the 5-year period were $1,059,040. The primary revenue sources for the District are water charges and property taxes, which combined account for approximately 90% of IPUD's annual revenue. The primary annual expense for the IPUD with approximately 70% of the District's annual expenses is personnel costs. The projected revenue for the District for fiscal year 2021-22 is $1,377,564. A breakdown of the past 5 years of projected revenues and expenses can be seen below in Table 12-3.

Table 12-3: Inverness Public Utility District Financial Audit Summary

Revenue	FY 2016 17	FY 2017 18	FY 2018 19	FY 2019 20	FY 2020 21	Averages
Taxes	$557,089	$561,893	$579,900	$747,100	$641,495	$617,495
Water Charges	$388,250	$291,293	$427,200	$457,850	$561,400	$425,198
Miscellaneous	$2,304	$0	$2,400	$41,390	$34,890	$16,196
Total Revenues	$948,391	$853,186	$1,009,500	$1,246,340	$1,237,785	$1,059,040

Expenses	FY 2016 17	FY 2017 18	FY 2018 19	FY 2019 20	FY 2020 21	Averages
Personnel Costs	$641,215	$482,266	$701,000	$722,726	$732,319	$655,905
Dispatch and Communications	$35,677	$15,350	$36,600	$25,141	$26,450	$27,843
Collection and Treatment	$46,564	$35,323	$45,500	$4,500	$6,000	$27,577
Lab and Monitoring	$8,317	$9,869	$15,000	$9,968	$10,800	$10,790
Maintenance and Utilities	$6,195	$4,018	$6,300	$66,322	$80,100	$32,587
Storage and Distribution	$18,692	$24,873	$20,500	$3,772	$4,900	$14,547
Supplies and Inventory	$11,165	$8,647	$13,600	$15,890	$27,000	$15,260
Training	$9,855	$10,212	$9,900	$6,000	$14,644	$10,122
Vehicle Operations	$8,396	$10,296	$9,200	$18,000	$18,000	$12,778
Administration	$100,279	$106,952	$110,330	$111,607	$103,863	$106,606
Total Expenses	$911,021	$720,576	$990,530	$990,927	$1,028,576	$928,326

Debt

IPUD provides a pension plan for employees and is part of the California Public Employees Retirement System (CalPERS). CalPERS provides retirement, disability, and death benefits based on the employee's years of service, age, and final compensation. The District maintains two distinct benefit packages – one for public safety (fire) and one for non-public safety (water). As of June 30, 2021, the District's Net Pension Liability was reported at $440,675 and is 76% funded. In addition to the pension plan, the District provides other post-employment benefits (OPEB) to its retirees. As of June 30, 2021, the District carried a net OPEB liability of $825,164. The District currently has 11 employees, both active and inactive, in its OPEB plan.

Financial Audit

The Inverness Public Utilities District annually has its financial statements audited and contracts with an outside accounting firm, R.J. Ricciardi, Inc. The most recent audited financial statement was prepared for the fiscal year ending June 30, 2021.

12.9 SUSTAINABILITY

Local agencies such as the Inverness Public Utility District play a critical role in protecting natural resources and the environment. Extended periods of drought and increasingly unpredictable climate patterns have significantly increased the importance for local agencies to step up their own conservation and long-term planning measures as well as making a concerted effort towards higher levels of public outreach.

As the District is located in the wildland-urban interface and having experienced a significant wildland fire (Vision Fire) destroy 48 homes in 1995 just outside of the District, IPUD is proactive within its financial capabilities in wildland fire fuel abatement. In the past the District

provided “Chipper Days” for residents to participate in improving their defensible space. With the recent addition of funding from the Marin Wildfire Prevention Authority, FIRESafe Marin now coordinates the annual chipping activities within the District. This effort, along with the strong probability of a voter-initiated ballot measure this coming November for a new parcel tax, give the District a strong possibility to expand its fuel management efforts in the near future by creating a Local Hazard Mitigation Plan by partnering with community groups and organizations.

13.0 FLOOD CONTROL ZONE NO. 5

13.1 OVERVIEW

Flood Control Zone No. 5 (FCZ5) encompasses approximately 2.28 square miles and includes the census-designated place (CDP) of Stinson Beach and the Easkoot Creek Watershed area to the east of the developed residential area. The boundaries of FCZ5 were formed by the Marin County Flood Control and Water Conservation District and approved by the Board of Supervisors. FCZ5 is also part of the Stinson Beach Flood Protection and Watershed Program. The Zone was established in 1961 in an effort to curtail flooding events from both seasonally rising creeks and high tides.

Table 13-1: Flood Control Zone 5 Overview

Flood Control Zone 5			
Primary Contact:	Hannah Lee, Senior Civil Engineer	Phone	(415)-473-2671
Main Office:	3501 Civic Center Drive, San Rafael		
Formation Date:	October 2, 1961		
Services Provided:	Sediment removal in Easkoot Creek for the purpose of reducing flood risk		
Service Area:	1,457 acres		
Population Served:	≈750		

13.2 FORMATION AND DEVELOPMENT

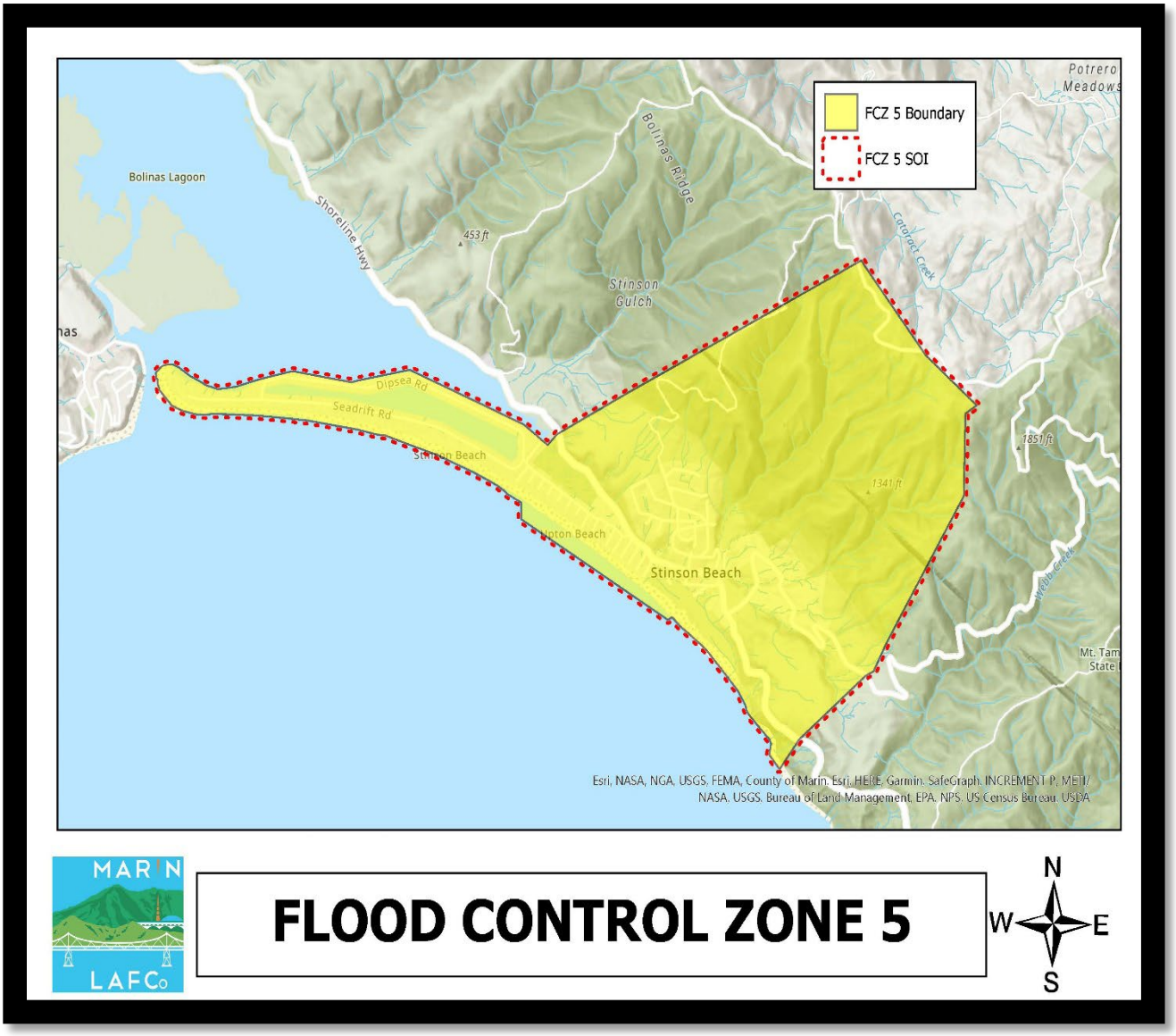
Flood Control Zone 5 was originally established by the Marin County Board of Supervisors on October 2, 1961. The Zone was created with a primary focus on the need for the periodic dredging of the Easkoot Creek due to material from a large landslide in a canyon just above Stinson Beach severely reducing the capacity of the creek. In the years prior to the official creation of the zone, maintenance dredging of the creek had intermittently been performed by the Marin County Department of Public Works, the California State Division of Beaches and Parks, and the Army Corps of Engineers. Since the creation of the zone, the Flood Control and Water Conservation District has performed at least six major sediment removal operations despite limited funding.

In 2014, a major flooding event in Stinson Beach prompted a heightened community awareness to the area's propensity for flooding and the need for additional preventative measures. In May of 2014, the Stinson Beach Flood Study and Alternatives Assessment was released by the Marin County Flood Control and Water Conservation District. The study identified ten options to improve flood protection for the community, restore natural habitat, and maintain emergency access. The study created a framework for bypass of flood flows, restoration of wetlands and riparian habitat, dredging of the Easkoot Creek from Arenal to Calle del Arroyo, and maintaining channel conveyance through sediment removal at key sites along with continued vegetation management. The total projected cost for the plan was $5.7 million. In order to generate the funds, a special tax of $250 per improved parcel was put on the ballot in 2015. Despite an abundance of community engagement on the issue, the tax measure failed to receive the necessary voter support. No other ballot measures have been brought to the zone's voters since this effort.

13.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

FCZ5's jurisdictional boundary encompasses approximately 1,457 acres (2.8 square miles) and contains 921 parcels in total. The Zone encompasses the community of Stinson Beach and the boundaries of the zone and the Easkoot Creek Watershed are nearly coterminous. Tributaries within the boundary that join the mainstem before it flows into the Bolinas Lagoon include Fitzhenry, White Rock, and Black Rock Creeks. FCZ5's sphere of influence is coterminous with its jurisdictional boundary.

Figure 13-1: Flood Zone 5's Jurisdictional Boundary and Sphere of Influence

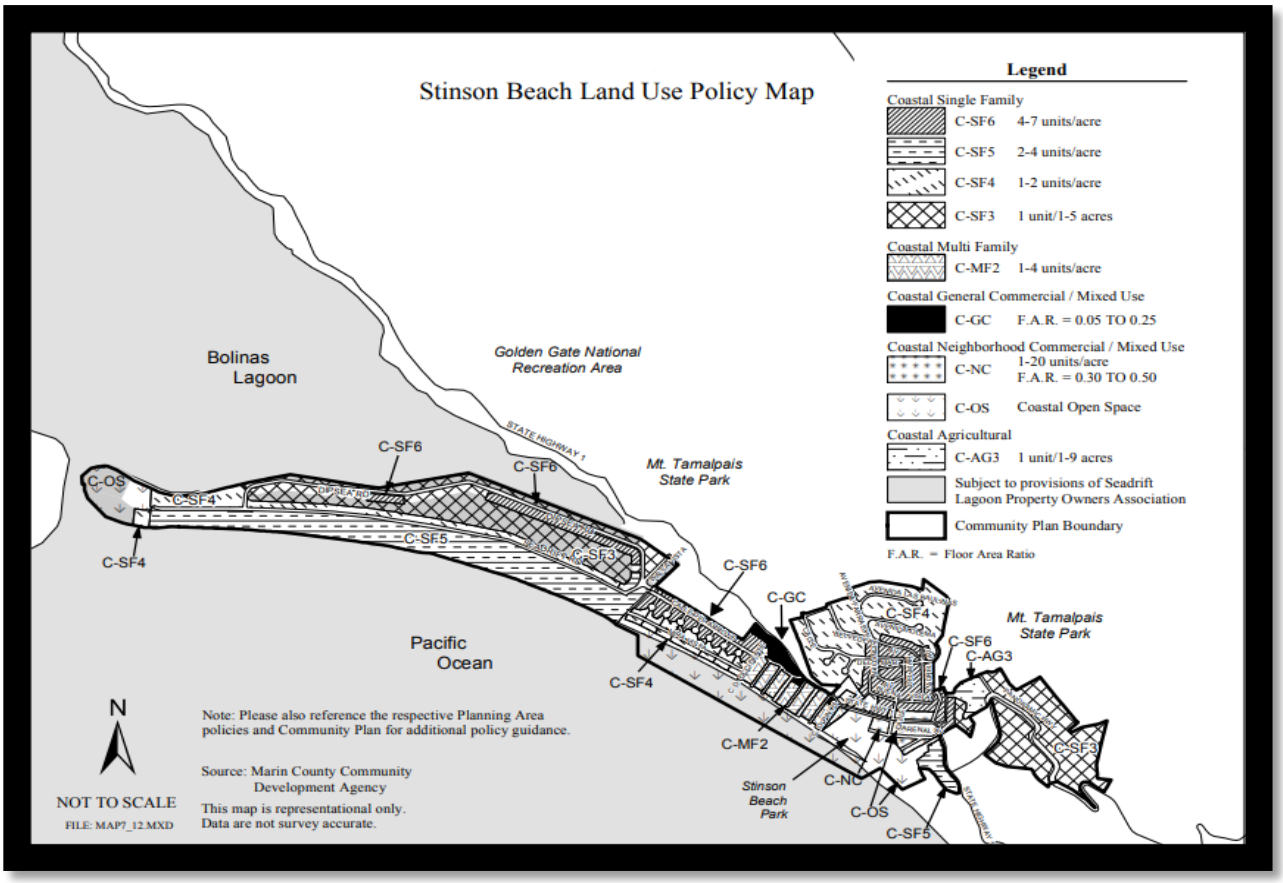


13.4 GROWTH AND POPULATION

Flood Control Zone 5 encompasses the census-designated place (CDP) of Stinson Beach. According to 2020 U.S. Census Redistricting Data, the population of the CDP is 541, which is approximately a 14% decrease from the 2010 population number 632[37]. The most recent census data shows the CDP to have 751 total housing units, with only 290 of those units occupied. With the Stinson Beach area having numerous weekend residents, it is difficult to ascertain the actual full-time population. Due to this, the number of registered voters is another measurement of population that is used. According to 2020 U.S. Census Redistricting Data, the number of registered voters in Stinson Beach is 505.

According to the Stinson Beach Community Plan, Stinson Beach has limited opportunity for future expansion since federal and state lands (Golden Gate National Recreation Area and Mount Tamalpais State Park) and the Pacific Ocean surround the community. As such, all future residential and commercial development will occur within the existing developed area. Stinson Beach is already extensively developed and there remain few infill opportunities for growth. A map with the current zoning for the area is shown below in Figure 13-1.

Figure 13-2: Stinson Beach Land Use Policy Map



[37] 2020 US Census Redistricting Data

13.5 MUNICIPAL SERVICES

FCZ5 provides sediment removal and vegetation management along .25 miles of the Easkoot Creek in Stinson Beach. While full sediment removal operations have been performed by FCZ5 in the past, the current level of funding for the zone is not adequate for a project of that scale. Until the 2000s there was primarily a focus on spot removal of sediment at the creek crossings at Calle del Pinos, Calle del Pradero, Calle Del Sierra, Calle del Onda, and Calle del Arroyo (known collectively as "the Calles"). Since 2013 a project was constructed in Easkoot Creek by FCZ5 with permission from the National Park Service through a Special Use Permit adjacent to the Parkside Café and the beach parking lot that was designed to encourage sediment to drop out of the water at this location which is more cost-effective and less environmentally impactful to reach with equipment. Over the subsequent five years sediment removal only took place at this location rather than at the Calles, and sedimentation at the Calles was monitored. The project was successful in eliminating the need for periodic maintenance sediment removal at the Calles. Sediment removal does occur most years at the site adjacent to the café, either during the summer as part of annual maintenance and/or during the winter on an emergency basis should a storm loosen material in the watershed and fill the creek there. FCZ5 has no pump stations or levees.

13.6 ORGANIZATION STRUCTURE

Board of Supervisors

Flood Control Zone 5 was formed as a part of the dependent special district of the Marin County Flood Control and Water Conservation District with the Marin County Board of Supervisors as its governing body. County Supervisors are elected to four-year terms of office, with no term limits. The members are elected by district and they are required to live in the district they represent. The Board serves as the legislative and executive body of Marin County.

Table 13-2: Marin County Board of Supervisors

Member	Position	Current Term
Damon Connolly	2nd Vice-President	Expires January 2023
Stephanie Moulton-Peters	Member	Expires January 2025
Katie Rice	Member	Expires January 2025
Dennis Rodoni	President	Expires January 2025
Judy Arnold	Vice-President	Expires January 2023

Advisory Board

The FCZ5 Advisory Board consists of 5 members that are residents within the zone's jurisdictional boundary. Members serve 4-year terms. The Advisory Board meets annually on the third Thursday of February. At that meeting, one additional meeting is scheduled to be held within that calendar year. Special meetings may also be called when necessary. While meetings have recently been held virtually due to the Covid-19 emergency order, meetings are typically held at the Stinson Beach Community Center at 32 Belvedere Avenue in Stinson Beach.

Table 13-3: Flood Control Zone 5 Advisory Board

Member	Current Term
Barry Harris	Expires December 2024
Howard Schechter	Expires November 20204
Jamie Sutton	Expires December 2024
John Washington	Expires December 2024
Toby Bisson	Expires December 2024

Staffing and District Operations

As a dependent district of the County, all administrative services are provided by County departments, including legal counsel and compilation of financial transaction reports for the State Controller's Office required under Government Code Section 53891.

13.7 ACCOUNTABILITY AND TRANSPARENCY

Meeting and Agendas

Advisory Board meetings are typically held at least twice per year and more often as needed. Advisory Board meeting notices are posted in three public places. Meeting notices and meeting documents are posted on the District's website (marinwatersheds.org). Members of the public who have requested to be notified of Advisory Board meetings are notified via email. The meeting date, time, and location are posted on the Marin Watershed Program website. Also posted on the website are agendas, staff reports, and prior meeting minutes. The most recent meeting was February 18th, 2021.

Annual Budget Review

FCZ5 posts draft budgets on the Marin Watershed Program website as part of the advisory board meeting packet materials. In recent years draft budgets typically included actuals for the prior year, a proposed budget for the upcoming year, and an estimated budget for the following year. Starting in FY 2020-2021 the County Administrator, consistent with other funds they oversee, requested a baseline budget to start out the fiscal year and for the budget to be adjusted throughout the year for major project expenses as contracts are approved by the District Board of Supervisors. This means the advisory board will review an expenditure plan for the upcoming fiscal year and that the baseline budget submitted to the District Board will be adjusted as contracts are awarded for design and implementation. The FCZ is included in the County of Marin Comprehensive Annual Financial Report as a line item under Public Protection of the Budgetary Comparison Schedule.

13.8 FINANCIAL OVERVIEW

FCZ5 is funded primarily by ad valorem taxes supplemented by a small amount of excess Educational Revenue Augmentation Fund (ERAF) monies. These tax revenues make up approximately 98% of the zone's annual revenue. Additional revenue was sought by way of a ballot measure for a parcel tax in March of 2015 (Measure A), however, this ballot measure failed to receive the necessary support for approval. Every year staff prepares a proposed expenditure plan for Advisory Board recommendation and the District Board of Supervisors approves a baseline program budget and budget adjustments for major project expenses up to the amount in the expenditure plan. A breakdown for the current year's adopted baseline budget as

well as the budgets for the past 3 fiscal years can be seen below in Figure 13-3. While the zone has proposed expenditures exceeding revenues for the current and previous fiscal year, the overages are covered by a sizeable fund balance of $406,170 as of the start of FY 2020-21 that has been built up over the past few years. The budget includes enough funding for approximately one summer-time sediment removal effort and two emergency sediment removal efforts, but typical years only require one to two sediment removal efforts allowing some funding to be saved in the fund balance.

Figure 13-3: Flood Control Zone 5 Financial Overview

FY 2019-2020 Fund End Balance: $ 406,170.74

Line Item	Description	2022 Proposed Baseline	2021 Revised Budget	2021 Available	2021 Baseline Budget	2020 Revised Budget	2020 Actual
1	FCZ5FCZ5 PROPTX-CUR UNSEC	-1,223.00	-1,223.00	588.19	-1,223.00	-1,223.00	-1,700.31
2	FCZ5FCZ5 PROP TX-CUR SEC	-86,000.00	-86,000.00	-33,330.20	-86,000.00	-86,000.00	-88,579.79
3	FCZ5FCZ5 PROP TX-CUR SEC-UNI	0.00	0.00	278.57	0.00	0.00	-525.65
4	FCZ5FCZ5 PROP TX- PR UNSEC	0.00	0.00	54.18	0.00	0.00	-66.97
5	FCZ5FCZ5 SUP PROP TX-CUR	-1,000.00	-1,000.00	-219.06	-1,000.00	-1,000.00	-1,909.72
6	FCZ5FCZ5 SUPPROP TXCUR USEC	0.00	0.00	35.44	0.00	0.00	-72.81
7	FCZ5FCZ5 SUP PROP TX PR REDM	0.00	0.00	49.57	0.00	0.00	-62.81
8	FCZ5FCZ5 CUR ERAF/REV ERAF	0.00	0.00	373.65	0.00	0.00	-623.23
9	FCZ5FCZ5 OTH TX-EXCES ERAF	-5,500.00	-5,500.00	-1,393.19	-5,500.00	-5,500.00	-6,676.40
10	FCZ5FCZ5 INVT INC-INT POLED	0.00	0.00	1,632.66	0.00	0.00	-7,185.64
11	FCZ5FCZ5 INVT INC-ERAF INT	0.00	0.00	2.63	0.00	0.00	-11.91
12	INVESTMT INCOME-UNREALIZD GAIN	0.00	0.00	0.00	0.00	0.00	2,183.59
13	FCZ5FCZ5 ST HMNER PRO TXRLF	-375.00	-375.00	-172.43	-375.00	-375.00	-400.06
14	STATE-OTHER	0.00	0.00	0.00	0.00	0.00	-5,337.00
15	FCZ5 SB2557 ADM FEE (CONTRA)	868.00	868.00	187.24	868.00	868.00	1,189.70
	Total Revenue Budget/Actuals:	**-93,230.00**	**-93,230.00**	**-31,912.75**	**-93,230.00**	**-93,230.00**	**-109,779.01**
Line Item	**Description**	**2022 Proposed Baseline**	**2021 Revised Budget***	**2021 Available**	**2021 Baseline Budget**	**2020 Revised Budget**	**2020 Actual**
16	FCZ5FCZ5 MAIN-BLDG IMPR	48,000.00	57,604.50	38,156.06	48,000.00	30,456.59	3,659.09
17	FCZ5FCZ5 MISC EX-BGT	4,244.00	4,244.00	4,244.00	4,244.00	4,120.00	71.22
18	FCZ5FCZ5 PROF SVS	10,000.00	22,500.00	12,500.00	10,000.00	150.00	0.00
19	PROF SPEC SVCS - TRADE	0.00	0.00	0.00	0.00	0.00	0.00
20	FCZ5FCZ5 INTRFD EX	33,999.00	33,999.00	28,633.33	33,999.00	33,008.00	17,463.86
21	FCZ5FCZ5 INTRFD EX ENG SAL	1,030.00	1,030.00	1,030.00	1,030.00	1,000.00	0.00
22	FCZ5FCZ5 INTR RALEST SAL	1,030.00	1,030.00	1,030.00	1,030.00	1,000.00	0.00
23	FCZ5FCZ5 INTRFD EX ROADS SAL	18,540.00	18,540.00	18,540.00	18,540.00	1,000.00	0.00
24	INTERFD EXP A87 INDIR CST ALLO**	2,311.00	2,311.00	2,311.00	2,311.00	1,504.00	1,504.00
	Total Expenditure Budget/Actuals:	**119,154.00**	**141,258.50**	**106,444.39**	**119,154.00**	**72,238.59**	**22,698.17**
	Projected Fund Year End Balance:	**$ 332,218.24**	**$ 358,142.24**				

* Currently the revised budget for this fiscal year is the baseline budget, plus encumbered contracts from prior fiscal years carried forward.

13.9 SUSTAINABILITY

Local agencies play a critical role in protecting natural resources and the environment through land conservation, water recycling, preserving open space, and renewable energy projects. FCZ5's mission is to reduce the risk of flooding for the protection of life and property while utilizing sustainable practices. This mission is implemented through effective, transparent, and responsive planning, design, construction, operation, and maintenance of District-owned facilities such as bypass drains, creeks, and ditches. FCZ5's efforts, both direct and indirect, are impacting the community of Stinson Beach's battle against seasonal flooding and long-term sea-level rise issues. The district has worked collaboratively with the National Park Service in the planning process of the rehabilitation of the Stinson Beach Parking Lot Project. The updated project endeavors to allow out of bank flows on Easkoot Creek to be directed out to the beach in

a more controlled manner to minimize future infrastructure damage. The district has also partnered with other Marin County departments in the Stinson Beach Nature Based Adaptation Feasibility Study in an effort to find ways to enhance the natural surrounding beach and dune habitat to improve flood and erosion protection.

District-led projects focus on integrating multiple benefits including flood risk mitigation, ecosystem restoration, improved fish passage, and emergency response access. The District's maintenance practices pay special attention to limiting any negative impact to wildlife, particularly threatened and endangered species. The district has adjusted its sediment capture and removal project processes in order to minimize the impact on the Steelhead Trout and Coho Salmon that inhabit that waterway.

14.0 FLOOD CONTROL ZONE NO. 10

14.1 OVERVIEW

Flood Control Zone No. 10 (FCZ10) encompasses approximately 6.48 square miles of the west shore of the Tomales Bay and the eastern side of the Inverness Ridge and includes a majority of the census-designated place (CDP) of Inverness and multiple creeks of the Inverness subwatershed including Third Valley Creek, Second Valley Creek, First Valley Creek, Dream Farm Creek, Fish Hatchery Creek, Haggerty Gulch Creek, Silver Hills Creek, and an area of Olema Creek. The boundaries of FCZ10 were formed by the Marin County Flood Control and Water Conservation District and approved by the Board of Supervisors. The Zone was established in 1982 in an effort to address the impacts of a major flooding event in the area.

Table 14-1: Flood Control Zone 10 Overview

Flood Control Zone 10			
Primary Contact:	Hannah Lee, Senior Civil Engineer	Phone	(415)-473-2671
Main Office:	3501 Civic Center Drive, San Rafael		
Formation Date:	March 30, 1982		
Services Provided:	Reduce flood risk within its boundaries by removing debris from creeks		
Service Area:	4,148 acres		
Population Served:	≈1,000		

14.2 FORMATION AND DEVELOPMENT

Flood Control Zone 10 was originally established by the Marin County Board of Supervisors on March 30, 1982, as a means of funding the early stages of cleanup from a major storm on January 4th, 1982. The storm destroyed homes, caused livestock losses, and brought severe mudslides that blocked roads and cut the community off for days on end. The zone was officially formed prior to an election for a tax measure to fund the work within the zone. The estimated costs for cleanup of damages were $180 per taxable and continued maintenance was anticipated at $30 per taxable acre. The tax measure that was ultimately put on the ballot in June of 1982 was for $56 per taxable acre for the first year and $20 each following year. The measure failed and the efforts were paid for out of the General Fund. A grant of $100,000 from the San Francisco Foundation was awarded for storm damage repair. A loan for the monies was made from Flood Control Zone 4 until the grant funds were received.

Through the next three years, FCZ10 operated and completed projects surrounding creek restoration by way of primarily grant funding. In November of 1986, a special tax was proposed of $50 for parcels larger than 1 acre, $25 for parcels between .5 and 1 acre, and $10 for parcels less than .5 acres. The ballot measure failed with only 49% of the vote. The zone continued to operate throughout the 1980s and early 1990s completing smaller projects when grant funding allowed and being mindful of expenditure control in an effort to preserve the approximately $40,000 in reserve funds in case of an emergency.

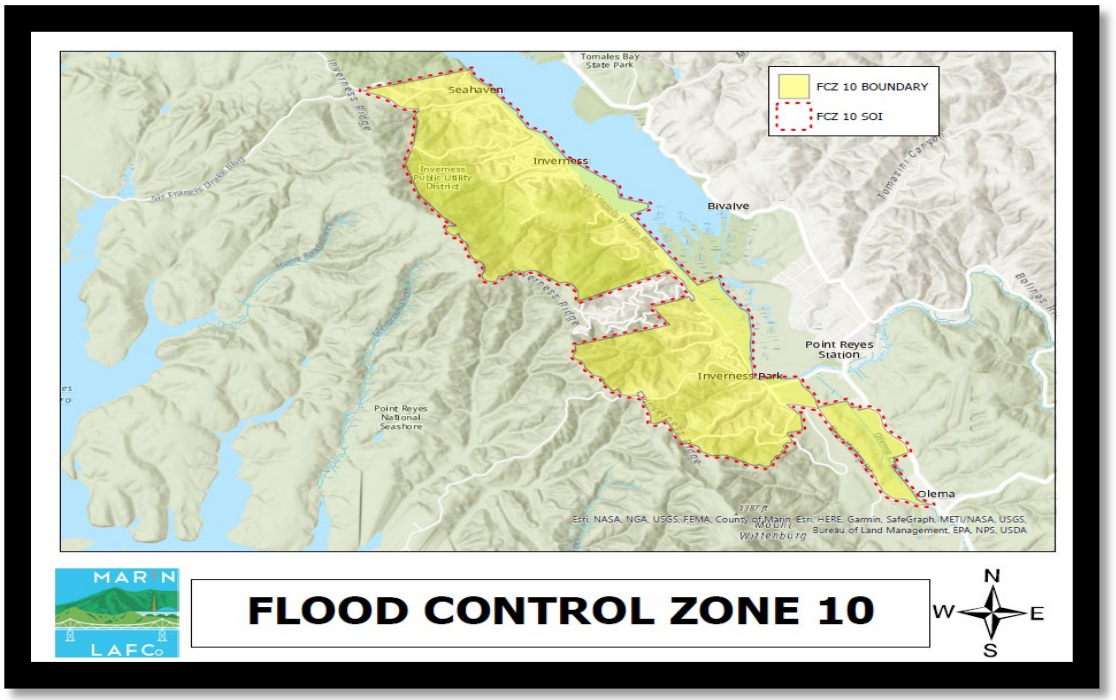
On October 3, 1995, the Mount Vision Fire began. The fire burned over 12,000 acres, many inside of Flood Control Zone 10, destroying 45 homes in Inverness Park. The cleanup for this natural disaster was a collaboration between the County of Marin and the Emergency Watershed Protection Program (EWP). The EWP was created by Congress to allow communities to quickly address serious and long-lasting damages to infrastructure and land without requiring a disaster declaration by federal or state government officials for program assistance to begin. The program is administered by the United States Department of Agriculture Natural Resources Conservation Service.

Since that time, the zone has been fairly dormant with only emergency or grant-funded work performed due to there being no consistent funding source. The work performed has been mainly creek maintenance upon specific request from the FCZ10 Advisory Board members. Prior to a recent meeting of the Advisory Board in March of 2021, the Board had not met since 2016. It was agreed to by the Advisory board at a meeting in 2014 to forego regularly scheduled meetings in an effort to conserve funds.

14.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

FCZ10's jurisdictional boundary encompasses approximately 4,148 acres (6.48 square miles). The Zone encompasses much of the community of Inverness, excluding the area of Paradise Ranch Estates, and borders parts of the communities of Point Reyes and Olema. The Zone encompasses numerous creeks along the west shore of the Tomales Bay and the eastern slope of the Inverness Ridge. FCZ10's sphere of influence is coterminous with its jurisdictional boundary. A map of the boundary can be seen below in Figure 14-1.

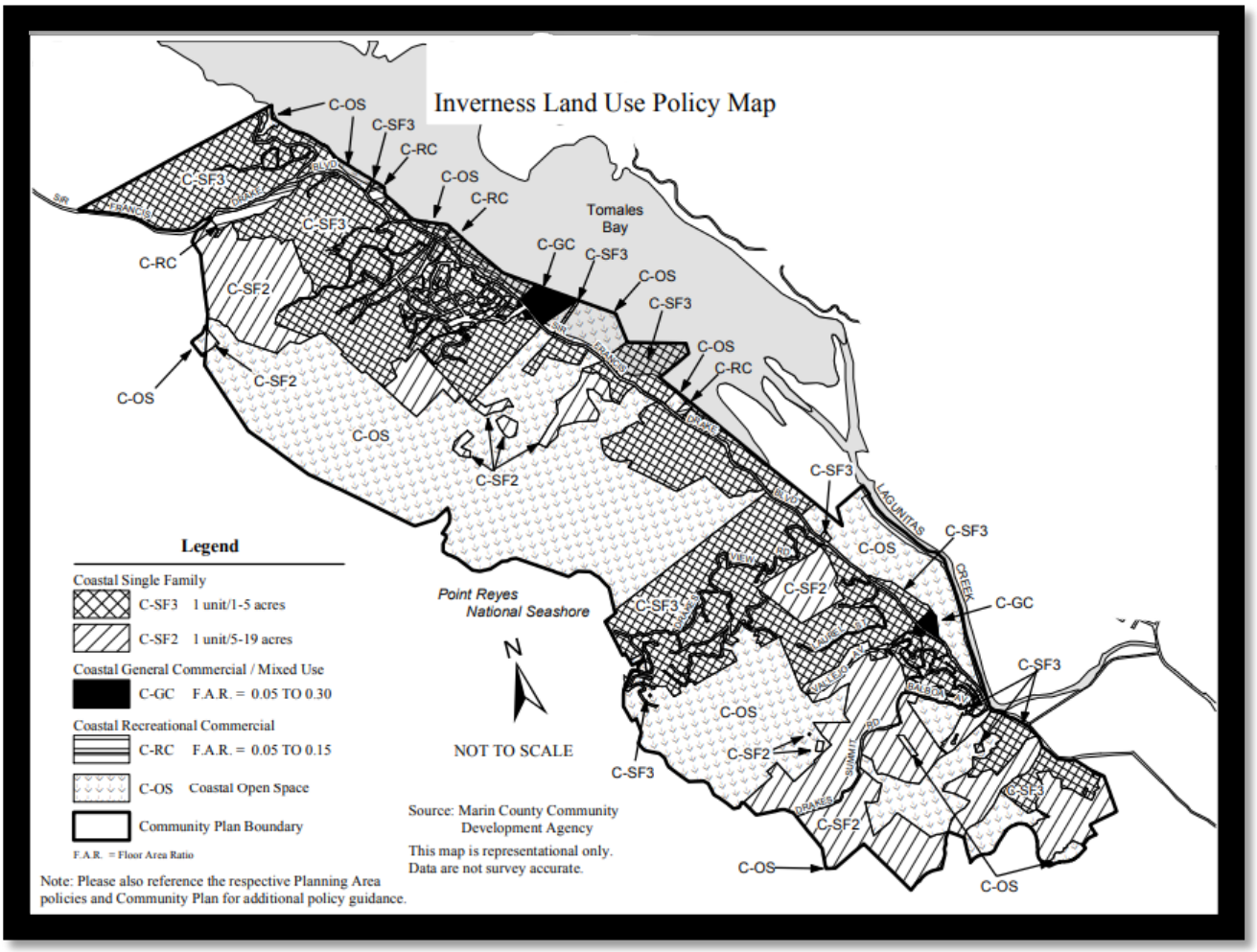
Figure 14-1: Flood Zone 10's Jurisdictional Boundary and Sphere of Influence



14.4 GROWTH AND POPULATION

Flood Control Zone 10 encompasses an apportionment of the census-designated place (CDP) of Inverness. According to 2020 U.S. Census Redistricting Data, the population of the CDP is 1,379, which is approximately a 5.75% increase from the 2010 population number 1,304[38]. The most recent census data shows the CDP to have 1,085 total housing units, with 702 of those units occupied. The buildout projection for the planning area is 1,317 units. Due to both topographical constraints in combination with current zoning, additional future development is expected to be minimal. A map with the current zoning for the area is shown below in Figure 14-2.

Figure 14-2: Inverness Land Use Policy Map



[38] 2020 US Census Redistricting Data

14.5 MUNICIPAL SERVICES

FCZ10 provides emergency creek maintenance and vegetation management along the Inverness Ridge subwatershed. The zone typically contracts with the Conservation Corps North Bay (CCNB) for maintenance projects. The work is performed within tight budgetary constraints as necessary with an annual project funding allotment of approximately $6,000 that is allocated from a reserve fund of just approximately $40,000 that is kept for emergency response. The most recent project performed by the CCNB with the help of a grant was in 2009 in Redwood Canyon Creek, Fish Hatchery Creek, and the Valley Creeks and included removal of debris and vegetation, removal of invasive species that cause tree branches to fall into the creeks, and hand removal of sediment at key culverts in the County road right-of-way. The work within the boundary is focused on the Third Valley Creek, Second Valley Creek, First Valley Creek, Dream Farm Creek, Fish Hatchery Creek, Haggerty Gulch Creek, Silver Hills Creek, and an area of Olema Creek. The Marin County Flood Control and Water Conservation District do not own any property or easements within the zone.

14.6 ORGANIZATION STRUCTURE

Board of Supervisors

Flood Control Zone 10 was formed as a part of the dependent special district of the Marin County Flood Control and Water Conservation District with the Marin County Board of Supervisors as its governing body. County Supervisors are elected to four-year terms of office, with no term limits. The members are elected by district and they are required to live in the district they represent. The Board serves as the legislative and executive body of Marin County.

Table 14-2: Marin County Board of Supervisors

Member	Position	Current Term
Damon Connolly	2nd Vice-President	Expires January 2023
Stephanie Moulton-Peters	Member	Expires January 2025
Katie Rice	Member	Expires January 2025
Dennis Rodoni	President	Expires January 2025
Judy Arnold	Vice-President	Expires January 2023

Advisory Board

The FCZ10 Advisory Board consists of 5 members that are residents within the zone's jurisdictional boundary. Members serve 4-year terms. According to the by-laws, the Advisory Board originally met annually on the second Thursday of February, May, August, and November. At the meeting held on May 15th, 2014, County staff recommended that regular meetings not be held in order to save district funding. Rather than hold regular meetings, a statement of proposed action is sent via mail to Advisory Board members for review and comment. Since this time, the Advisory Board has convened on two other occasions in 2016 and 2021. Special meetings may also be called when necessary.

Table 14-3: Flood Control Zone 10 Advisory Board

Member	Current Term
James Fox	Expires September 2023
John Hope	Expires September 2023
Leslie Adler-Ivanbrook	Expires March 2025
Peter Gradjansky	Expires March 2025
Robert Johnston	Expires September 2023

Staffing and District Operations

As a dependent district of the County, all administrative services are provided by County departments, including legal counsel and compilation of financial transaction reports for the State Controller's Office required under Government Code Section 53891.

14.7 ACCOUNTABILITY AND TRANSPARENCY

Meeting and Agendas

Advisory Board meetings are typically held only when deemed necessary for project review or emergency maintenance. Advisory Board meeting notices are posted in three public places. Meeting notices and meeting documents are posted on the District's website (marinwatersheds.org). The meeting date, time, and location are posted on the Marin Watershed Program website. Also posted on the website are agendas, staff reports, and prior meeting minutes. The most recent meeting was on March 4th, 2021.

Annual Budget Review

FCZ10 posts draft budgets on the Marin Watershed Program website as part of the advisory board meeting packet materials. As there have been no Advisory Board meetings, no project activity in the zone, and the zone has no revenue stream, the most recent budget that has been posted to the District's website prior to FY 2021-22 was for FY 2016-17. The budgets are still contained within the Final Budget for the County of Marin. Starting in FY 2020-2021 the County Administrator, consistent with other funds they oversee, requested a baseline budget to start out the fiscal year and for the budget to be adjusted throughout the year for major project expenses as contracts are approved by the District Board of Supervisors. This means the advisory board will review an expenditure plan for the upcoming fiscal year and that the baseline budget submitted to the District Board will be adjusted as contracts are awarded for design and implementation. The FCZ is included in the County of Marin Comprehensive Annual Financial Report as a line item under Public Protection of the Budgetary Comparison Schedule.

14.8 FINANCIAL OVERVIEW

Unlike the other zones within the Marin County Flood Control and Water Conservation District, FCZ10 has no annual tax revenue stream. Tax measures to fund the work within the zone were brought to the voters in both 1982 and 1986 with both failing to meet the necessary threshold for adoption. No additional attempt has been made to seek a tax measure since 1986. Small maintenance projects are funded only when necessary from the reserve fund. The zone receives

a fairly negligible amount of revenue annually from investment interest. The zone's reserve fund is approximately $20,000.

14.9 SUSTAINABILITY

Local agencies play a critical role in protecting natural resources and the environment through land conservation, water recycling, preserving open space, and renewable energy projects. FCZ10's purpose is to reduce the risk of flooding for the protection of life and property while utilizing sustainable practices. While the work within the zone has been minimal in recent years due to a lack of funding, the projects that have been completed in the numerous creeks within the zone are critical for repairing and maintaining habitat as well as being preventative measures against flooding that could cause damage to infrastructure and private property.

15.0 COUNTY SERVICE AREA 33

15.1 OVERVIEW

Marin County Service Area 33 (CSA 33) is a dependent single-purpose special district that provides park maintenance services to the community of Stinson Beach's Village Green Park. The CSA is been funded by a special assessment that was approved by the voters within the District's boundary in 2003. The assessment aids in offsetting the costs incurred by Marin County Parks for its services within the CSA. CSA 33 has a local advisory board that advises the Marin County Parks Department and the Marin County Board of Supervisors on all matters relating to its services in the CSA.

Table 15-1: County Service Area 33 Overview

County Service Area 33 Overview	
Primary Contact:	Jim Chayka, Superintendent Marin County Parks
Main Office:	3501 Civic Center Drive, Suite 260 San Rafael, CA
Contact Information:	(415)-473-3639
Formation Date:	August 19, 2003
Services Provided	Park Maintenance

15.2 FORMATION AND DEVELOPMENT

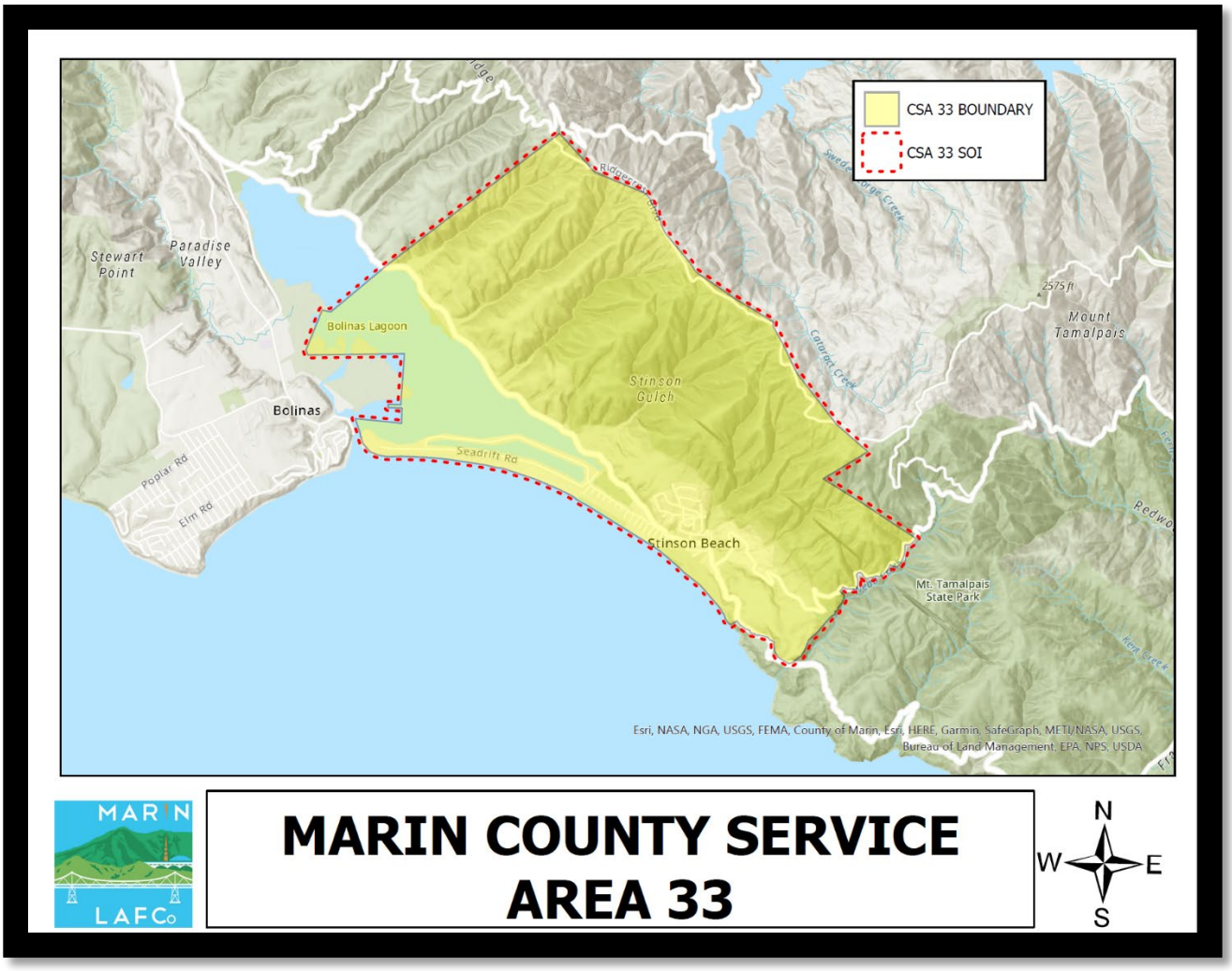
The main service of CSA 33 is the upkeep and maintenance of two adjacent parks in the community of Stinson Beach: Village Green 1 and Village Green 2. In 1987 a group of Stinson Beach residents constructed a plan to transform a vacant lot in the middle of the community at 3481 Highway 1 into a park. In 1989, the group secured a grant from the State of California in the amount of $450,000 which they used to purchase the lot and begin construction. All of the work done building the park was donated by local contractors and after 2 years of work, Village Green 1 was completed in the spring of 1991. Upon completion, the land was donated to Marin County Parks. In order to fund the maintenance of the park, a ballot measure was passed to create a landscaping and lighting district to levy an annual parcel tax within the community of $17. Directly across the street from Village Green 1 was a lot with a gas station that had been closed for over a decade. A local community member purchased the lot and the gas station was demolished so that the second half of the park, Village Green 2, could be constructed. Upon completion of Village Green 2 in 2003, this land was also donated to Marin County Parks. In the same year, the community and the County agreed to dissolve the landscaping and lighting district and create a new county service area. A special election was held on August 19, 2003, at which time the voters in the community passed Measure D to create CSA 33 and continue the parcel tax at the same rate of $17.

15.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Marin County Service Area 33's service boundary, which currently encompasses just over 4304 acres (6.7 square miles), includes the entire Stinson Beach residential area, as well as the Seadrift area, and stretches to the north to Ridgecrest Boulevard. The District's sphere of influence is

coterminous with its jurisdictional boundary. A map of the District's jurisdictional boundary and sphere of influence can be seen below in Figure 15-1.

Figure 15-1: County Service Area 33 District Jurisdictional Boundary and Sphere of Influence



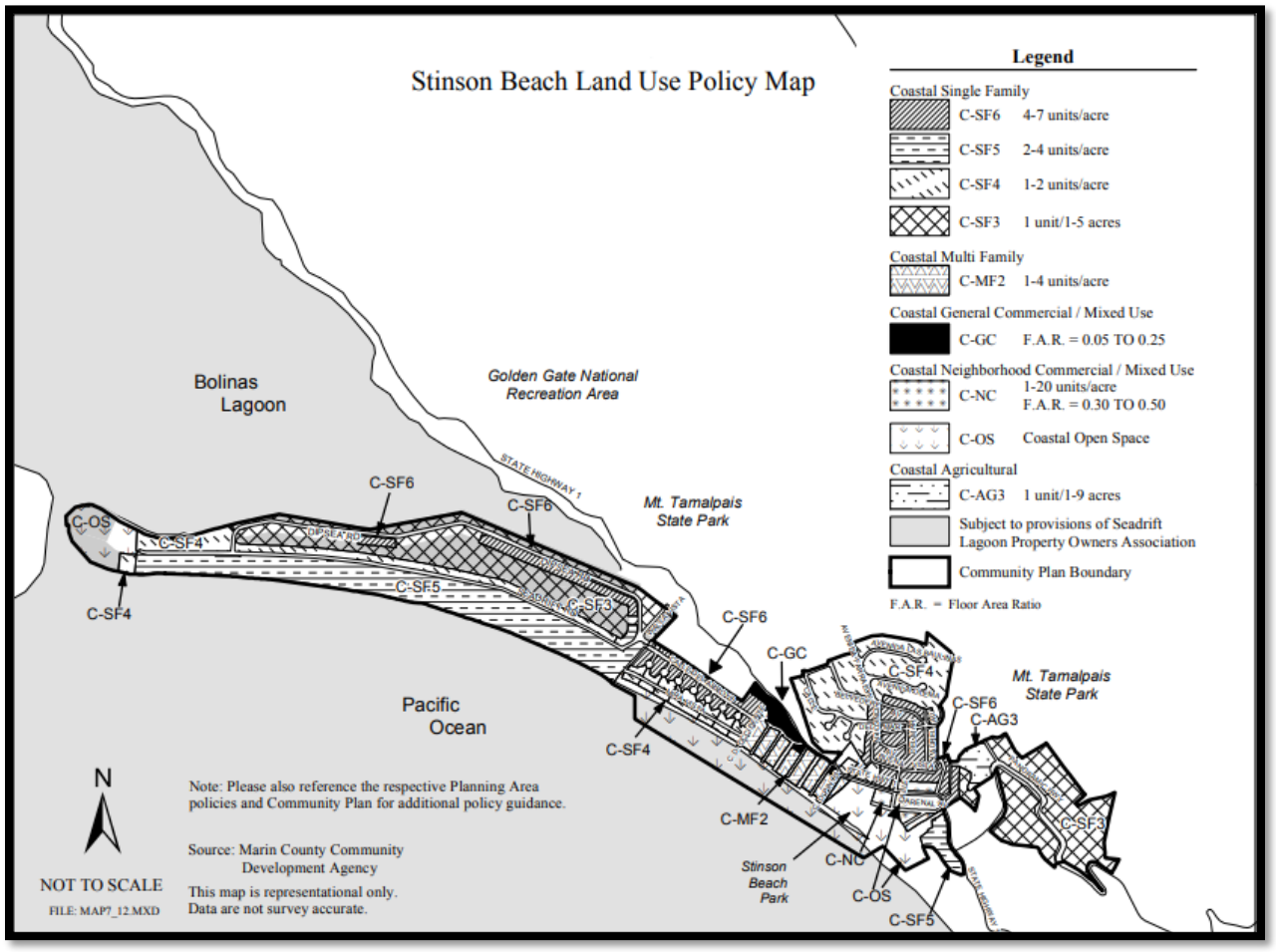
15.4 GROWTH AND POPULATION

CSA 33 encompasses the census-designated place (CDP) of Stinson Beach. According to 2020 U.S. Census Redistricting Data, the population of the CDP is 541, which approximately a 14% decrease from the 2010 population number 632[39]. The most recent census data shows the CDP to have 751 total housing units, with only 290 of those units occupied. With the Stinson Beach area having numerous weekend residents, it is difficult to ascertain the actual full time population. Due to this, the number of registered voters is another measurement of population that is used. According to 2020 U.S. Census Redistricting Data, the number of registered voters in Stinson Beach is 505.

[39] 2020 US Census Redistricting Data

According to the Stinson Beach Community Plan, Stinson Beach has limited opportunity for future expansion since federal and state lands (Golden Gate National Recreation Area and Mount Tamalpais State Park) and the Pacific Ocean surround the community. As such, all future residential and commercial development will occur within the existing developed area. Stinson Beach is already extensively developed and there remain few infill opportunities for growth. A map with the current zoning for the area is shown below in Figure 15-2.

Figure 15-2: Stinson Beach Land Use Policy Map



15.5 MUNICIPAL SERVICES

CSA 33 provides park maintenance services to the community of Stinson Beach administered by the Marin County Parks Department with a primary focus on the Stinson Beach Village Green Park. Marin County Parks provides daily upkeep and maintenance as well as planning and execution of larger special projects. The Parks Department provides three Park Rangers to support the facility (as well as other neighboring West Marin locations) for tasks such as playground inspections and repairs, landscaping improvements, restroom monitoring, and other duties as necessitated. A few of the larger projects that CSA 33 has accomplished over the past few years include:

- Added lighting for the basketball court
- Added a permanent concrete ping pong table
- Replacement of the children's play structure
- Irrigation replacement throughout Village Green 2

The CSA is currently working on and has allocated funding for work on the entry area of Village Green 1 that would include an expansion of the entry with the addition of bicycle parking and the replacement of the bus stop bench.

15.6 ORGANIZATION STRUCTURE

Board of Supervisors

As a dependent special district, the Marin County Board of Supervisors serves as the CSA's governing body. The five-member Board of Supervisors meets the second and fourth Tuesday every month at 9:00am in the County of Marin Civic Building located at 3501 Civic Center Drive, Suite 260 in San Rafael. The Board of Supervisors determines policy, adopts annual budgets, fixes salaries, and is responsible for overseeing mandated district functions as carried out by various county departments.

CSA 33 also has a local advisory board that is comprised of members who reside within the CSA's boundaries. The Board of Supervisors appointed Advisory Board consists of five members serving two-year terms. The Board acts in an advisory capacity to Marin County Parks staff and the Board of Supervisors on matters relating to projects and programs that can be conducted with funding from the CSA 33 budget and that affect county land contained within the boundaries of CSA 33. The Advisory board typically meets twice a year in March and October, unless there is a need to schedule a special meeting for more urgent matters. Advisory Board meetings are typically held at the Stinson Beach Community Center at 32 Belvedere Avenue, in Stinson Beach.

Table 15-2: Marin County Board of Supervisors

Member	Position	Term Expiration
Dennis Rodoni	President	January 2, 2025
Judy Arnold	Vice President	January 2, 2023
Damon Connolly	2nd Vice President	January 2, 2023
Katie Rice	Director	January 2, 2025
Stephanie Moulton-Peters	Director	January 2, 2025

Table 15-3: County Service Area 33 Advisory Board

Member	Term Expiration
Christopher Fitting	February 4, 2022
John Archibald	November 3, 2022
Lance Meade	November 19, 2021
Mark White	June 8, 2023
Vacant	

Staffing and District Operations

As a dependent district of the County, all administrative services are provided by County departments, including legal counsel and compilation of financial transaction reports for the State Controller's Office required under Government Code Section 53891. CSA 33 is provided general oversight and management by the Marin County Parks Department with input and project guidance from the CSA 33 Advisory Board.

15.7 ACCOUNTABILITY AND TRANSPARENCY

When conducting service reviews, LAFCo considers an agency's accountability for community service needs, including governmental structure, operational efficiencies, financial resources, and promoting public access. Currently, CSA 33 offers information about its services, meetings, finances, and the decision-making processes, with the CSA 33 Advisory Board serving as the primary conduit between the community, Marin County Parks staff, and the Board of Supervisors. The advisory board has a dedicated webpage on the Marin County Parks website where current and past agendas and minutes, current board membership, and contact information are posted in accordance with the Brown Act. In addition, meetings are properly noticed and time is provided for public comment at each meeting.

15.8 FINANCIAL OVERVIEW

The funding for the CSA 33 budget has two primary sources of annual revenue for the District. The first source is the voter-approved tax assessment, Measure D, which levies $17 per parcel per year in the District's service area. The projected revenue from this special tax for FY 2021-22 is $17,082. The second primary source of revenue is an annual transfer from Marin County Parks of $15,000. While CSA 33 is projected for expenses to outpace revenues by an average of approximately $3,254 in FY 2021-22 due to larger-scale maintenance projects that have been planned for, the District began the fiscal year with a fund balance from which to draw the overages from. A breakdown of CSA 33's budget for the past 3 years can be seen below in Figure 15-3.

Figure 15-3: County Service Area 33 Financial Overview

Detail by Revenue Category and Expenditure Object	2019-20 Actual	2020-21 Estimated	2021-22 Recommended	2021-22 Adopted by the Board of Supervisors
1	2	3	4	5
3180 CSA #33 Stnsn Bch				
Revenues				
Taxes	12,977	12,960	15,348	15,348
Use of Money and Property	1,050	399	1,091	1,091
Miscellaneous Revenues	0	0	0	0
Other Financing Sources	15,000	15,000	15,000	15,000
Total for: Revenues	**29,027**	**28,359**	**31,439**	**31,439**
Expenditures/Appropriations				
Services and Supplies	18,305	19,873	27,529	27,529
Capital Assets	0	0	0	0
Interfund Expense	6,944	6,820	7,164	7,164
Total for: Expenditures/Appropriations	**25,249**	**26,693**	**34,693**	**34,693**
Net Cost:	**(3,778)**	**(1,666)**	**3,254**	**3,254**

16.0 COUNTY SERVICE AREA NO. 28

16.1 OVERVIEW

Marin County Service Area 28 (CSA 28) is a dependent special district that provides funding for paramedic service throughout the unincorporated area of West Marin. The CSA has been funded by a special assessment approved by the voters within the District's boundary in 1995. The assessment aids in offsetting the costs incurred in providing year-round 24-hour availability of paramedic services. The service area includes the West Marin communities of Stinson Beach, Bolinas, Point Reyes Station, Inverness, Marshall, Tomales, San Geronimo Valley, Olema, Nicasio, Hicks Valley, and Chileno Valley.

Table 16-1: County Service Area 28 Overview

County Service Area 28 Overview	
Primary Contact:	Dan Eilerman, Assistant County Administrator
Administrative Contact	Chief Jason Weber
Formation Date:	December, 1995
Services Provided:	Advanced Life Support
Service Area:	351 Square Miles

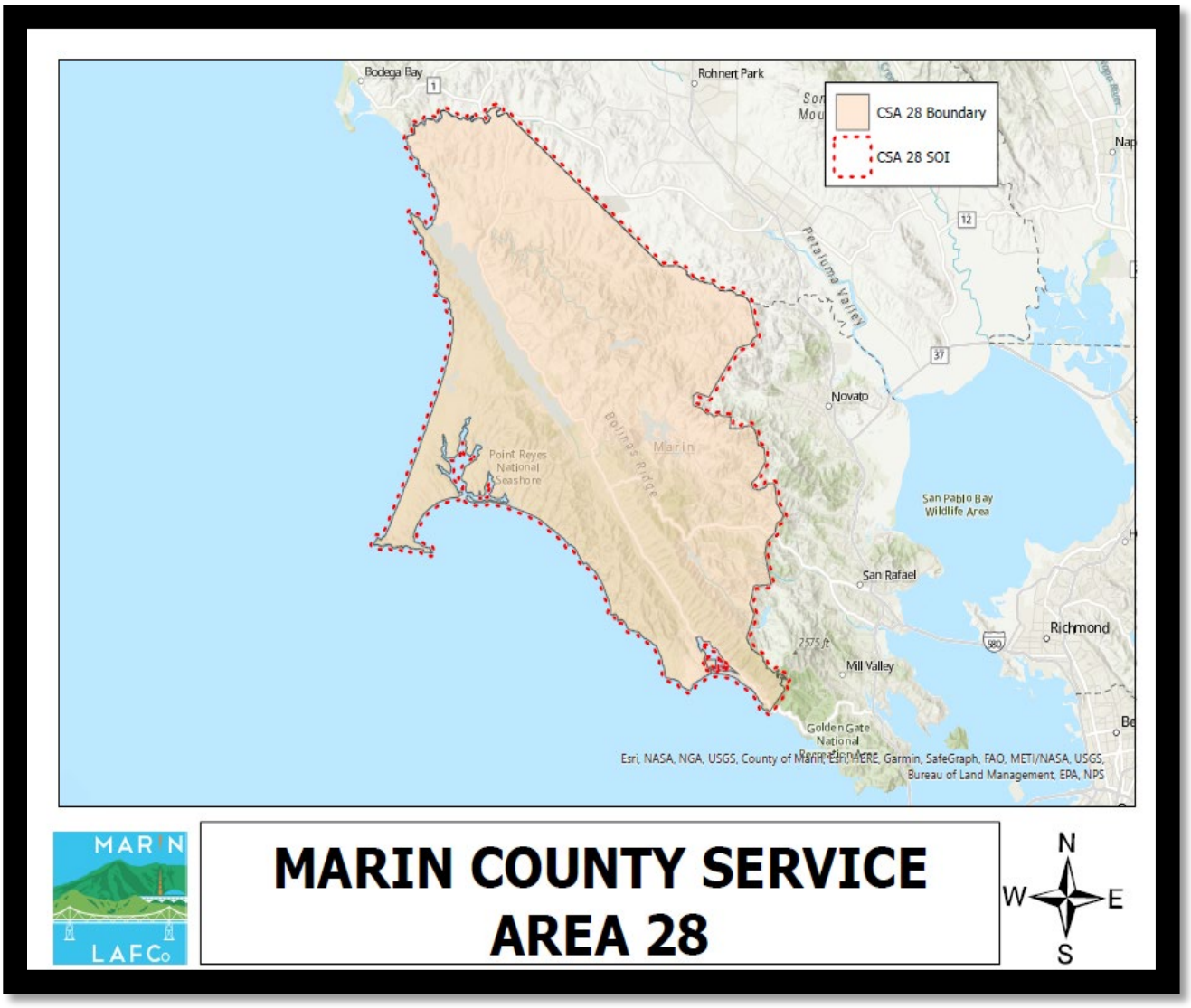
16.2 FORMATION AND DEVELOPMENT

On November 7, 1995, the voters in West Marin approved a special assessment of $40 per residential unit within the designated 351 square mile service area to provide funding to the Marin County Fire Department for round-the-clock advanced life support (paramedic) services. In December of 1995, the Marin County Board of Supervisors approved the resolution officially creating CSA 27. The District originally provided two year-round and round-the-clock response units, and over time added a seasonal response unit for the summer months to serve the high visitation areas of Stinson Beach, Bolinas, and Mount Tamalpais State Park. On November 2nd of 2010, the voters approved a $24 increase to the assessment in order to help cover the increased costs to provide the services.

16.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Marin County Service Area 28's service boundary, which currently encompasses just over 351 square miles, includes coverage for the communities of Stinson Beach, Bolinas, Point Reyes Station, Inverness, Marshall, Tomales, Olema, San Geronimo Valley, Nicasio, Hicks Valley, and Chileno Valley. The area also encompasses privately and publicly owned parklands including portions of the Golden Gate National Recreation Area and the Mount Tamalpais State Park. The District's sphere of influence is coterminous with its jurisdictional boundary.

Figure 16-1: Marin County Service Area 28 Jurisdictional Boundary and Sphere of Influence



16.4 GROWTH AND POPULATION

CSA 28 encompasses a majority of the land that makes up what the County of Marin has designated as the West Marin Planning Area. The planning area is comprised of five census tracts: 1322, 1321, 1130, 1311, and 1330. According to 2020 U.S. Census Redistricting Data, the population of the planning area is 12,125, which is less than a 1% increase from the 2010 population number 12,005. The most recent census data shows the planning area to have 7,153 housing units. The current zoning for the area puts the theoretical buildout at 7,307 housing units.

16.5 MUNICIPAL SERVICES

CSA 28 provides funding to the Marin County Fire Department to supplement the costs the Department incurs in providing year-round and round-the-clock paramedic services throughout West Marin. The CSA's revenue, which is accrued by way of a voter-approved tax measure, is transferred to the Marin County Fire Department who provides the service throughout the area. The District is provided with two permanent response units as well as one seasonal response unit. The first of the two permanent units provides service from Point Reyes (Medic 94) north to the county border and south to Stinson Beach. The second response unit provides service from Woodacre (Medic 96 and Medic 95) east to San Geronimo. The seasonal response unit (Medic 97) is staffed during the summer months in order to serve the high visitation areas of Stinson Beach, Bolinas, and Mount Tamalpais State Park.

Over the past 3 years, the above four response units have averaged 845 annual calls for service in CSA 28. During that time, Point Reyes Station averaged the highest number of calls of the eleven included communities. A breakdown of the calls for service for all 4 responding units can be seen below in Table 16-2.

Table 16-2: Marin County Service Area 28 Calls for Service

Responding Unit	2018	2019	2020
Medic 94	235	420	428
Medic 95	110	62	34
Medic 96	155	392	433
Medic 97	83	86	97

16.6 ORGANIZATION STRUCTURE

Board of Supervisors

As a dependent special district, the Marin County Board of Supervisors servces as the CSA's governing body. The five-member Board of Supervisors meets the second and fourth Tuesday every month at 9:00am in the County of Marin Civic Building located at 3501 Civic Center Drive, Suite 260 in San Rafael. The Board of Supervisors determines policy, adopts annual budgets, fixes salaries, and is responsible for overseeing mandated district functions as carried out by various county departments.

Table 16-3: Marin County Board of Supervisors

Member	Position	Term Expiration
Dennis Rodoni	President	January 2, 2025
Judy Arnold	Vice President	January 2, 2023
Damon Connolly	2nd Vice President	January 2, 2023
Katie Rice	Director	January 2, 2025
Stephanie Moulton-Peters	Director	January 2, 2025

Staffing and District Operations

As a dependent district of the County, all administrative services are provided by County departments, including legal counsel and compilation of financial transaction reports for the State Controller's Office required under Government Code Section 53891. CSA 28 is primarily managed by the Marin County Fire Department which oversees staffing and calls for service.

16.7 ACCOUNTABILITY AND TRANSPARENCY

Meeting and Agendas

The Board of Supervisors meeting agendas, minutes, and recordings can be viewed on the Marin County website. Board documents such as resolutions and ordinances can also be found on the Board of Supervisors page of Marin County's website.

Annual Budget Review

The County of Marin contracts with an independent financial auditor, Clifton Larson Allen, to conduct an annual financial report. CSA 28 is included in the report under Budgetary Comparison Schedule for County Service Areas Fund. The latest audit was prepared for the year ending June 30, 2020.

Every year the Marin County Fire Department develops a proposed budget for CSA 28 and presents it to the Board of Supervisors for review and approval. It is based on the prior year's expenses and projected parcel tax revenue for the upcoming fiscal year.

16.8 FINANCIAL OVERVIEW

CSA 28 provides funding to the Marin County Fire Department by way of a voter-approved tax measure that was initially passed in 1995. The most recently adopted update of the tax measure, Measure M, was passed by the voters within the service area of the CSA on November 2nd, 2010 and has no sunset date or escalators. The tax measure as it currently stands levies a charge in the amount of $64 on all properties with residential units. The tax is the CSA's only form of revenue. For FY 2020-21 the CSA realized $375,869 of revenue and $371,427 in expenditures. While the CSA has shown recent occurrences of expenditures outpacing revenues for the fiscal year, in each instance the balance of the added expenditures was covered by a fund balance that was carried over from the prior fiscal year. A breakdown of the district's finances over the past 5 fiscal years can be seen below in Table 16-4.

Table 16-4: Marin County Service Area 28 Financial Overview

Fiscal Year	Revenues	Expenditures	Net
FY 2016-17	$376,329	$378,406	$-2,079
FY 2017-18	$376,202	$392,408	$-16,206
FY 2018-19	$376,222	$370,419	$5,803
FY 2019-20	$376,298	$376,506	$-208
FY 2020-21	$375,869	$371,427	$4,442