



THE TOWN OF  
CORTE MADERA  
MARIN COUNTY CALIFORNIA

300 TAMALPAIS DRIVE  
CORTE MADERA, CA  
94925

[www.townofcortemadera.org](http://www.townofcortemadera.org)

TOWN MANAGER  
TOWN COUNCIL  
415-927-5050

TOWN CLERK  
415-927-5086

FINANCE / BUS. LICENSE  
415-927-5055

FIRE DEPARTMENT  
415-927-5077

PLANNING / ZONING  
415-927-5064

BUILDING INSPECTOR  
415-927-5062

TOWN ENGINEER  
PUBLIC WORKS  
415-927-5057

RECREATION DEPARTMENT  
415-927-5072

SANITARY DISTRICT NO. 2  
628-253-1158

CENTRAL MARIN  
POLICE AUTHORITY  
415-927-5150

## DEPARTMENT OF PUBLIC WORKS

PHONE: 415-927-5057

EMAIL: [PWCounter@cortemadera.gov](mailto:PWCounter@cortemadera.gov)

September 8, 2026

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

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

### **Sanitary District No. 2 Response to Grand Jury Report "Better Service at Lower Cost – Optimizing Essential Services for the Future of Marin"**

Dear Honorable Judge Freccero and Foreperson Bambara:

At its regular meeting on September 1, 2026, the Sanitary District No. 2 Board reviewed the report "Better Service at Lower Cost – Optimizing Essential Services for the Future of Marin" dated June 11, 2026. The report calls for a response from Sanitary District No. 2 to findings F1-F8 and recommendations R1-R9. Please see the attached response from the District.

Should the members of the Grand Jury require any additional information, please contact District Manager Chris Good at 415-927-5794 or [cgood@cortemadera.gov](mailto:cgood@cortemadera.gov).

Sincerely,

Rosa Thomas  
District Board President, Sanitary District No. 2

## **RESPONSE TO GRAND JURY REPORT FINDINGS AND RECOMMENDATIONS**

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

**Report Date:** June 11, 2026 **Response Date:** September 9, 2026

**Agency Name:** Sanitary District No. 2 (SD2) **Agenda Date:** September 1, 2026

**Response by:** Rosa Thomas **Title:** District President

This memorandum provides written responses to all findings and recommendations from the District to the Marin County Grand Jury's report, dated June 11, 2026.

Sanitary District No. 2 was organized in 1907 before the Town of Corte Madera, which then subsumed the District upon incorporation in 1916. Sanitary districts formed along watershed boundaries for the practical reason that sewer systems require gravity flow to function effectively and efficiently. Watershed boundaries do not always follow geopolitical boundaries, although in Marin County these boundaries do overlap in many locations. SD2 supports consideration of consolidation of Districts, both as functional consolidation and formal consolidation. SD2 helped initiate and take part in the Marin Sanitary District Association with other Sanitary Agencies in Marin to discuss and share standard engineering drawings, private lateral ordinances, and grant funding programs, in the spirit of creating consistency across the county which benefits its citizens and businesses.

In April 2026 the SD2 Board adopted Resolution 03-2026, establishing a Consolidation Committee along with San Rafael Sanitation District (SRSD) and Ross Valley Sanitary District (RVSD), the two special districts with which SD2 formed a Joint Powers Agency (JPA) in 1979 known as Central Marin Sanitation Agency (CMSA), which operates the wastewater treatment plant that serves the JPA's special districts. SRSD and RVSD adopted identical resolutions in the same month. This Resolution commits SD2 to working with its JPA partners and the Marin County Local Agency Formation Commission (LAFCo) to evaluate consolidation of the Central Marin wastewater districts.

In September 2026, the SD2 Board will be considering authorizing the District Manager to enter into a Cost Sharing Agreement with SRSD, RVSD, and LAFCo with an associated scope of work for a consultant to assess existing conditions, model the business case(s) for consolidation and implement recommendations and a stakeholder process. This joint effort will be able to inform Recommendations R1-R6 in the Grand Jury Report.

### **FINDINGS**

- I (we) agree with the findings numbered: F1-F7
- I (we) disagree *partially* with the findings numbered: \_\_\_\_\_
- I (we) disagree *wholly* with the findings numbered: \_\_\_\_\_

(Detailed responses on attached pages.)

## RECOMMENDATIONS

- Recommendations numbered R1, R4, R6, R7 have been implemented.
- Recommendations numbered R5, R9 have not yet been implemented, but will be implemented in the future.
- Recommendations numbered R2, R3, R8 require further analysis.
- Recommendations numbered \_\_\_\_\_ will not be implemented because they are not warranted or are not reasonable.

Date: 9/1/26

Signed: Rosa Thomas

Number of pages attached 3

## **RESPONSE TO GRAND JURY FINDINGS**

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

**Response:** Agree

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

**Response:** Agree

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

**Response:** Agree

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

**Response:** Agree

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

**Response:** Agree

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

**Response:** Agree

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

**Response:** Agree

## **RESPONSE TO GRAND JURY RECOMMENDATIONS**

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

**Response:** This recommendation has been implemented. The Central Marin sanitary districts have met this recommendation through the establishment of a Consolidation Committee working with Marin LAFCo. SD2 staff have been meeting regularly with staff

of its JPA partner agencies and LAFCo since February 2026 and has established a regular meeting schedule.

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

**Response:** The recommendation requires further analysis. SD2 welcomes participation in a collaborative process to define cost-efficient shared services based on its experience. SD2 is a subsidiary to the Town of Corte Madera and for that reason already shares administrative costs with the Town. For insurance, SD2 pools with the Town of Corte Madera as well as other cities statewide in the Bay Cities Joint Power Insurance Authority (BCJPIA). More fact-finding will inform how this recommendation can be implemented at the county scale, and whether this would be a benefit for SD2.

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

**Response:** This recommendation requires further analysis. SD2 is open to participation in a collaborative process over the next five months to develop standardized Key Performance Indicators (KPIs) that would be used on websites of special districts in the county. SD2 would need to understand what these KPI's are and how much staff time would be required to gather and post the data.

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

**Response:** This recommendation has been implemented. SD2 will provide periodic updates of its cooperative efforts working with LAFCo and its JPA partner agencies, including findings and progress regarding consolidation opportunities by January 31, 2027. SD2 recommends that sharing findings with the County can be done on an annual or biannual basis, and that semi-annual is more frequent than necessary.

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

**Response:** This recommendation has not yet been implemented but will be implemented in response to the Board of Supervisors' direction, if received, by January 31, 2027. SD2 will provide updates to the Board of Supervisors as requested.

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

**Response:** This recommendation has been implemented. SD2 currently participates in shared services with our JPA sewer agencies, in particular with Central Marin Sewer Agency (CMSA) through a pump station maintenance agreement. SD2 is open to functional consolidation opportunities as they arise.

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

**Response:** This recommendation has been implemented. The Town Council/District Board compensation, benefits, length of service, date of term end, and expenses information is available on the Town website and is updated regularly.

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

**Response:** This recommendation requires further analysis. SD2 Board members are also Town Council Members, which adds a level of complexity to adding term limits. The Board would also have to vote to approve term limits and will need time for consideration if they are in support of this operational change. SD2 agrees that if term limits were implemented, staggered implementation of term limits helps to avoid disruptions, and its board already observes staggered appointments through Town Council elections.

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

**Response:** This recommendation has not yet been implemented. SD2 will cooperate with a countywide review of compensation structures and by June 1, 2027 will post the board compensation on the website in the format and content recommended.