

Response to Grand Jury Report

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

Respondent/Agency Name: Kentfield Fire Protection District

Your Name: Ronald Naso

Title: KFPD Board Chairman

FINDINGS

- I (we) agree with the findings numbered: _____
- I (we) disagree *partially* with the findings numbered: F1, F2, F3, F4, F5, F6, F7
- I (we) disagree *wholly* with the findings numbered: _____

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

RECOMMENDATIONS

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

Date: 9/9/2026

Signed: _____



Number of pages attached: 4



September 9, 2026

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

Re: Better Service at Lower Cost — Optimizing Essential Services for the Future of Marin

This is the official response of the Kentfield Fire Protection District (“KFPD”) to the findings and recommendations of the Grand Jury’s report titled, “Better Service at Lower Cost — Optimizing Essential Services for the Future of Marin”. This response was approved by the Kentfield Fire Protection District Board of Directors at their meeting on September 9, 2026.

The Kentfield Fire Protection District is required to respond to all the findings and recommendations.

FINDINGS

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

Response: **Partially disagree.** We understand the potential benefits at the county level to encourage various special district entities to seriously consider potential mergers with other special district entities. Upon considering this option, the KFPD Board has concluded such a transaction is not in the best interest of the KFPD or the community. In short, we do not believe the “potential benefits” outweigh the “potential costs”.

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

Response: **Partially disagree.** While we agree the finding above applies to certain districts, we believe it does not apply to KFPD. The board and management believe KFPD operates efficiently and effectively at its current size and scale.

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

Response: **Partially disagree.** We believe this is true for some districts, but not for KFPD.

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: **Partially disagree.** We understand this could apply to other districts. The KFPD Board and management believe pursuing a consolidation with another fire district would yield few benefits and would subject KFPD to undue risk and a high likelihood of reduced operational efficiencies and overall services for our residents.

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

Response: **Partially disagree.** We understand this finding and it may apply to certain districts. However, the KFPD Board's fiduciary duty is to the residents of Kentfield and the community it serves.

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: **Partially disagree.** Fire and Paramedic services use a "standards of coverage" study that outlines industry best practices and measures key performance indicators in our system to help inform policy decisions.

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

Response: **Partially disagree.** While this may be true for some Special Districts, the KFPD is a high-performing, efficient, and financially stable organization. We support collaboration, transparency, and regional coordination. After reviewing the Grand Jury report, we do not believe consolidation would improve service quality for our residents.

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 requires further analysis. Kentfield Fire District is a high-performing, efficient, and financially stable organization. We support collaboration, transparency, and regional coordination. After reviewing the Grand Jury report, we do not believe consolidation would improve service quality for our residents, but we will continue to explore opportunities.

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: This recommendation has not been implemented and will not be implemented. The KFPD does not provide policy directions to the Marin County Board of Supervisors. The KFPD will meet all legal requirements imposed on it, but we do not believe moving forward with these directives is in the best interest of KFPD and its residents.

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 has already been implemented. The KFPD is a high-performing, efficient, and financially stable organization. We use a “standards of coverage” study that outlines industry best practices and measures key performance indicators in our system to help inform policy decisions. Service pricing, financial information, and operational information are available on our website.

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 requires further analysis. We support collaboration, transparency, and regional coordination, but after reviewing the Grand Jury report, we do not believe consolidation would improve service quality for our residents.

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 been implemented and will not be in the future. The KFPD does not provide policy directions to the Marin County Board of Supervisors.

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 already been implemented. The KFPD already participates in regional training, and a successful shared service agreement for management and staff.

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 already been implemented. This information can be found under the transparency section on our website.

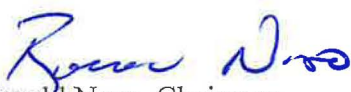
R8. By June 1, 2027, special districts should adopt term limits of two consecutive four-year terms for all board members. Staggered implementation of term limits to avoid disruptions is encouraged.

Response: This recommendation requires further analysis. The KFPD Board believes the policy of "term limits" has merit and the question is the appropriate terms and conditions of such "term limits". The KFPD Board will engage in a discussion about the merits of adopting a term limit policy.

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 already been implemented. This information can be found under the transparency section on our website.

Respectfully submitted,


Ronald Naso, Chairman
Kentfield Fire Protection District Board of Directors