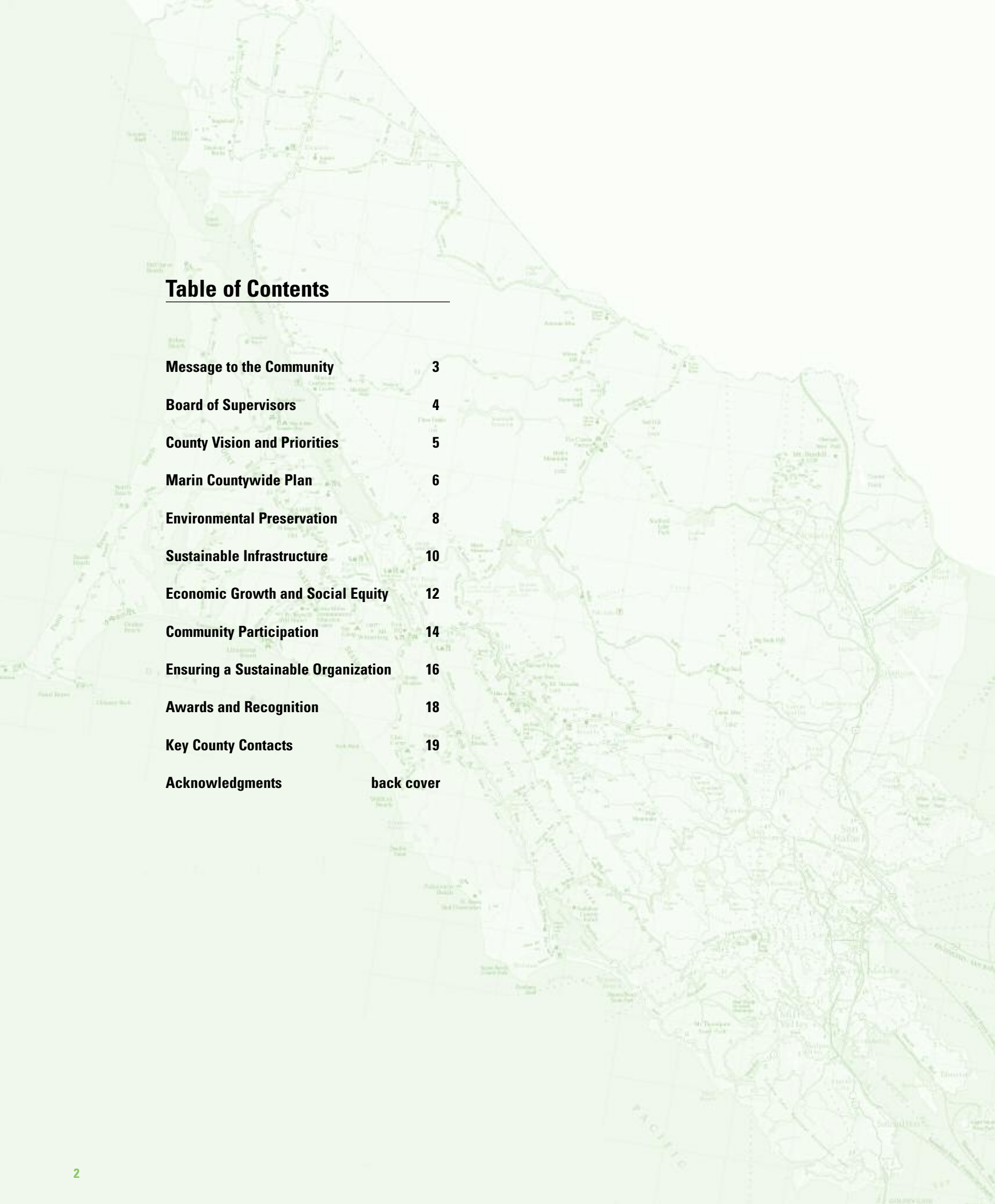


**Creating a Sustainable Future for Marin**



## **Table of Contents**

<b>Message to the Community</b>	<b>3</b>
<b>Board of Supervisors</b>	<b>4</b>
<b>County Vision and Priorities</b>	<b>5</b>
<b>Marin Countywide Plan</b>	<b>6</b>
<b>Environmental Preservation</b>	<b>8</b>
<b>Sustainable Infrastructure</b>	<b>10</b>
<b>Economic Growth and Social Equity</b>	<b>12</b>
<b>Community Participation</b>	<b>14</b>
<b>Ensuring a Sustainable Organization</b>	<b>16</b>
<b>Awards and Recognition</b>	<b>18</b>
<b>Key County Contacts</b>	<b>19</b>
<b>Acknowledgments</b>	<b>back cover</b>



**County of Marin**  
**Board of Supervisors**

On behalf of the County of Marin, we are pleased to present the **2009 Report to the Community**. This report provides a brief overview of our efforts to create a more sustainable future. By sharing our accomplishments and priorities, our goal is to work with residents and community partners to reduce our use of natural resources so that future generations can enjoy the unique natural beauty of Marin.

Thirty-five years ago, Marin became a leader and innovator in protecting open space and our natural environment with the historic adoption of our first Countywide Plan that asked the question: *Can the Last Place Last?* The impact of this plan is still felt today with over three-fourths of the county land protected from development. The recently updated Countywide Plan takes the next step by focusing on reducing our ecological footprint so we can effectively address the current challenges of long-term sustainability and climate change.

This report details the coordinated efforts we have made with our community partners and also highlights our recent accomplishments. It is organized around the important elements that shape the quality of life in Marin:

- **Environmental Preservation**
- **A Sustainable Infrastructure**
- **Economic Growth and Social Equity**
- **Community Engagement**
- **Ensuring a Sustainable Organization**

By balancing these elements, we hope to create a higher quality of life for future generations.

Our new Countywide Plan articulates a long-term sustainable vision for Marin. As we face the shared challenges of climate change and an economic downturn, we need to make decisions to live within our available resources. We are confident that together we can make good choices that will lead to a healthier, safer and more sustainable future for Marin.

Supervisor Susan L. Adams  
District 1

Supervisor Harold C. Brown, Jr.  
District 2

Supervisor Charles McGlashan  
District 3

Supervisor Steve Kinsey  
District 4

Supervisor Judy Arnold  
District 5

The Board of Supervisors is the governing body of Marin County. The Board adopts policies, establishes programs, approves user fees, appropriates funds, appoints certain officials, and zones property in the County's unincorporated areas. In addition, members of the Board represent the county on the boards of numerous county service districts and regional agencies, including those concerned with traffic, land use, air quality and transportation. The five members of the Board of Supervisors are elected on a non-partisan basis to serve four-year terms.



## Susan L. Adams District 1

**Susan L. Adams, Ph.D., RN** was elected to the Board of Supervisors in 2002. Born and raised in San Francisco, Supervisor Adams earned her master's degree in nursing from UCSF as a maternity clinical specialist and a women's health nurse practitioner. She moved to Marin County in 1987, where she raised her children. After receiving her doctorate at UCSF in 1998, Adams was an associate professor of nursing at Dominican College. Supervisor Adams serves on numerous commissions, and chairs the Children's Health Initiative and the Marin Criminal Justice and Behavioral Health Committee. She also represents Marin County on the Association of Bay Area Governments, the California State Association of Counties, and the National Association of Counties



## Harold C. Brown District 2

**Hal Brown** was appointed to the Board of Supervisors in 1983 and is currently serving his seventh full term of office. Supervisor Brown graduated from Lowell High School and received a bachelor's degree from the University of San Francisco. He was active in the insurance brokerage field for many years. A resident of San Anselmo for 35 years, Supervisor Brown raised his two sons, Michael and Chris, while coaching soccer, youth basketball, and Little League baseball here in Marin. Supervisor Brown serves on the Bay Area Air Quality Management District Board, and the Board of Directors of the Golden Gate Bridge, Highway, and Transportation District. He also serves as a mediator and member of the National Association of Conflict Resolution.



## Charles McGlashan District 3

**Charles McGlashan** was elected to the Marin County Board of Supervisors in November 2004, after serving on the Marin Municipal Water District for two years. Supervisor McGlashan lives with his wife in Mill Valley. He received a bachelor's degree from Yale University and an MBA from Stanford, both with honors. Before joining the Board of Supervisors, McGlashan worked in the high technology and financial field, and as an environmental consultant. Supervisor McGlashan serves on the Bay Conservation and Development Commission, the Local Agency Formation Commission, the Golden Gate Bridge Highway and Transportation District and chairs the Sonoma/Marin Area Rail Transit Commission.



## Steve Kinsey District 4

**Steve Kinsey** has served on the Marin County Board of Supervisors since 1996 and lives in Forest Knolls with his family. He has lived in District 4 for over 25 years. Supervisor Kinsey holds a bachelor's degree in architecture from Arizona State University and previously owned a design/build firm in West Marin. Kinsey is the County's representative on the Metropolitan Transportation Commission and serves as the President of the Marin Housing Authority. Supervisor Kinsey serves as a member of many other commissions, including the Marin Agricultural Land Trust, the Child Health Insurance Collaboration Committee, and the Bay Ridge Trail Council.



## Judy Arnold District 5

**Judy Arnold** was elected to the Board of Supervisors in 2006 after serving on the Novato City Council for four years. A resident of Marin since 1966, Supervisor Arnold has lived in Novato for the past 14 years. She holds a Bachelor's degree in International Relations from the University of Kansas, and previously worked for the Peace Corps in Washington, D.C. as well as the office of former California Senate President Pro Tem John Burton. Supervisor Arnold serves on numerous boards and commissions, including the Workforce Housing Trust Board, the Marin Telecommunications Authority and the Mental Health Advisory Board.

# County Vision and Goals

Working with our community partners, the Board of Supervisors developed and adopted the following vision and goals for creating sustainable communities in Marin.

**Preserved and Restored Natural Environment.** Marin watersheds, natural habitats, wildlife corridors, and open space will be protected, restored, and enhanced.

**Sustainable Agricultural Community.** Marin’s working agricultural landscapes will be protected, and the agricultural community will remain viable and successfully produce and market a variety of healthy foods and products.

**High-Quality Built Environment.** Marin’s community character, the architectural heritage of its downtowns and residential neighborhoods, and the vibrancy of its business and commercial centers will be preserved and enhanced.

**More Affordable Housing.** Marin’s members of the workforce, the elderly, and special needs groups will have increased opportunities to live in well-designed, socially and economically diverse affordable housing strategically located in mixed-use sites near employment or public transportation.

**Less Traffic Congestion.** Marin community members will have access to flexible work schedules, carpools, and additional transportation choices for pedestrians, bicyclists, and transit users that reduce traffic congestion.

**Vibrant Economy.** Marin’s targeted businesses will be clean, be prosperous, meet local residents’ and regional needs, and provide equal access to meaningful employment, fair compensation, and a safe, decent workplace.

**Reduced Ecological Footprint.** Marin residents and businesses will increasingly use renewable energy, fuel efficient transportation choices, and green building and business practices similar to the level of Western Europe.

**Collaboration and Partnerships.** Marin public agencies, private organizations, and regional partners will reach across jurisdictional boundaries to collaboratively plan for and meet community needs.

**Healthy and Safe Lifestyle.** Marin residents will have access to a proper diet, health care, and opportunities to exercise; and the community will maintain very low tobacco, alcohol, drug abuse, and crime rates.

**A Creative, Diverse, and Just Community.** Marin will celebrate artistic expression, educational achievement, and cultural diversity, and will nurture and support services to assist the more vulnerable members of the community.

**Community Safe from Climate Change.** Marin will lead in averting and adapting to all aspects of climate change.

## COUNTYWIDE PRIORITIES

To achieve this shared vision, the Board of Supervisors develops a set of priorities every 12-18 months to guide the work of County staff and allocate resources. Given the challenging economic climate, the Board is careful to prioritize one-time resources for discrete investments such as capital improvements, special projects, and deferred maintenance needs. These priorities complement the Board’s ongoing commitment to critical services and community programs that are funded annually. The Board’s top five priorities for 2008-2009 are:

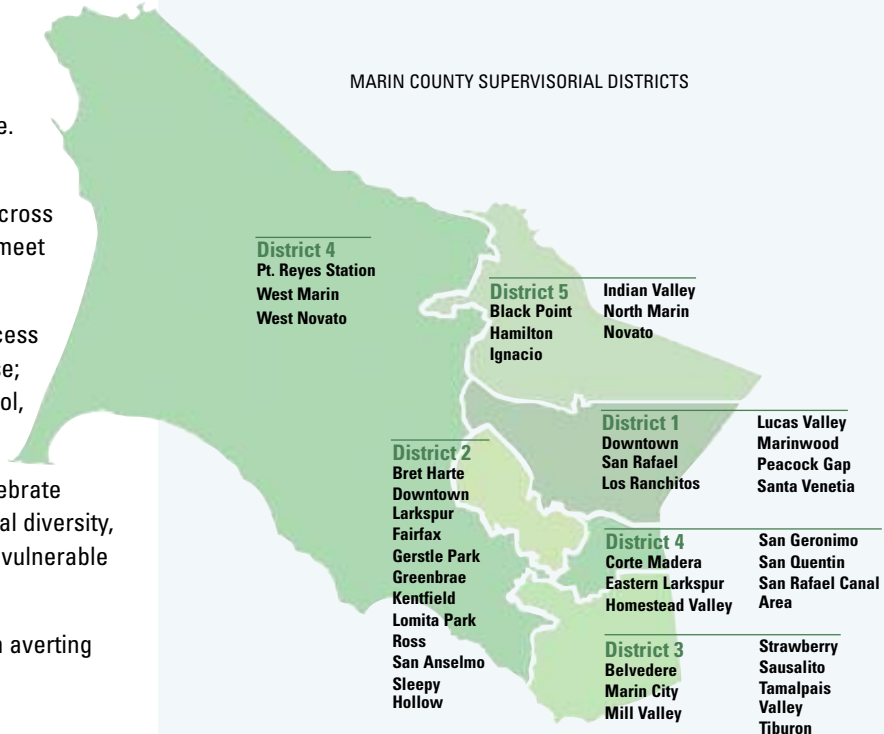
**National Bicycle and Pedestrian, Non-motorized Model for Marin County:** Develop a national bike and pedestrian model for Marin County, implement education and outreach programs, and develop related infrastructure projects.

**Community Choice Aggregation (CCA) or Alternative Greenhouse Gas Reduction Strategies:** Complete the final phase of CCA business and project plans and join with Marin agencies, cities and towns in making a determination of project viability. Consider alternative policy options to conform to state mandated energy-related reductions.

**Expanded Emergency Preparedness:** Expand Marin County’s emergency preparedness plans and procedures to include additional public preparedness, volunteer training, and expanded communication.

**Watershed Stewardship:** Initiate preparation watershed stewardship plans and public outreach for selected watersheds to develop collaborative efforts with the community for watershed health and safety improvements.

**Road and Bridge Maintenance:** Initiate Phase II of the Road and Bridge Rehabilitation program to address deferred maintenance needs of existing roads.



**Adopted in 2007, the current Marin Countywide Plan is the first local general plan in the nation to calculate a community's ecological footprint and comprehensively address climate change. Due to its groundbreaking scope, the Plan has received awards from numerous organizations, including the Association of Environmental Professionals, California Chapter of the American Planning Association – Northern Section, and the American Planning Association.**

“It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.”  
**Charles Darwin**

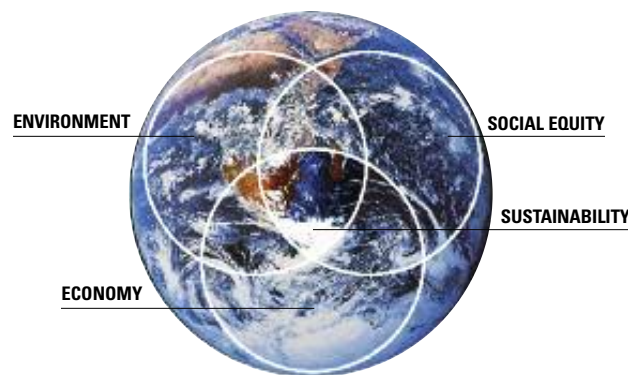
The first Countywide Plan, adopted in 1973, focused on balancing environmental protection with the needs of residents for housing, jobs, recreation, and transportation options that reduced dependence on automobiles. It successfully conserved natural resources and open lands for past, present, and future generations. The original plan was revised in 1982 and 1994 to incorporate energy conservation and renewable energy.

The 2007 Plan marks a major turning point in our community vision and ushers in the next phase of environmental protection; creating sustainable communities. The Plan provides a vision to reduce Marin's ecological footprint; encourage compact, transit-oriented, pedestrian and bicycle friendly development; and ensure that everyone has equal access to available resources.



The process for updating the Countywide Plan benefited from extensive community input resulting from a series of public outreach and working group meetings as well as use of the Countywide Plan website. A working group of local residents was convened to help prepare guiding principles to set the basic guidelines for a shared vision of a sustainable Marin County.

While the basic components of a general plan are established by California planning law requirements, counties are granted broad control as to how they organize the document. In order to describe the core components of a sustainable community, the Plan looked at sustainability in three ways: **natural systems and agriculture** (nature and life-support systems like water, the environment, and open space); **built environment** (communities, towns, and construction-related activities including development, green building and transportation); and **socioeconomics** (interaction of people including the economy, public safety, environmental justice, and arts and culture).



**The three rings in the symbol above are a graphic representation of a sustainable community.** The rings represent the Environment, the Economy, and social Equity, also known as the Three E's. Each ring is connected to, and dependent upon, the other.

## What is Sustainability?

During the late 1970s and early 1980s, scientists, activists, and other policy makers worldwide began to see links between environmental concerns and human development. They began to use the term sustainability to describe the goal of joining economic prosperity with ecological health.

Sustainability is about aligning our built environment and socioeconomic activities with the natural systems that support life. In the long run, sustainability means adapting human activities to the constraints and opportunities of nature. Central to this definition is meeting the needs of both the present and future.

## Why Plan Sustainable Communities?

Current trends, such as the impact of greenhouse gases on the world's climate and the decreasing supply of resources that support life on earth, have demonstrated the need for planning healthy, safe, and sustainable communities.

### Climate Change

Much of our built environment is now powered by fossil fuels. Fossil fuel use creates greenhouse gases that contribute to climate change. On average, climate models project a three degree rise in global temperature over the next 50 to 100 years. In addition, many leading scientists believe oil production is projected to decline over the next ten years. Declining oil production combined with the negative impact of fossil fuel use on the climate prompts the need to shift away from the use of fossil fuels.

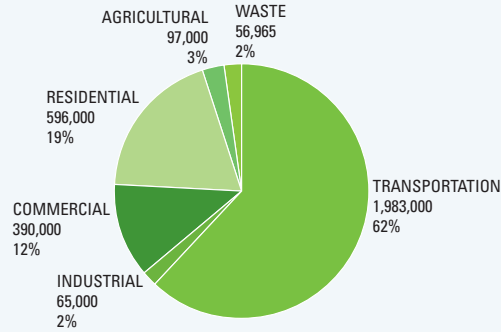
The impact of climate change is compounded by decreases in resources such as water, forests, and productive farmland. Increasing competition for natural resources can lead to greater social inequities. Ensuring social equity, while improving environmental quality and maintaining a vigorous economy, is a core challenge addressed by the Countywide Plan.



## DID YOU KNOW?

**Fossil fuel use creates greenhouse gases that contribute to climate change.** On average, climate models project a three degree rise in global temperature over the next 50 to 100 years. The risk of drought and wildfires will increase while stronger storm events are anticipated which could lead to more flooding and erosion.

**COUNTYWIDE GREENHOUSE GAS EMISSIONS 2005**  
Tons eCO<sub>2</sub> and Percent % by Sector



Source: 2007 Marin County CDA

## How Are We Doing?

**Research increasingly indicates that the worldwide use of resources is exceeding the earth's capacity to renew them.**

This is driven largely by material and energy consumption in the United States and other industrial nations, and more recently, by increased levels in developing nations. Over the past 30 years human demand for natural resources has increased 160% while the health of natural systems (as measured by loss of wild species populations) has declined 40% according to *The World Wildlife Fund, Living Planet report 2004*.

**In 2001, Marin County created the Sustainability Team and set a countywide target to reduce greenhouse gas emissions.**

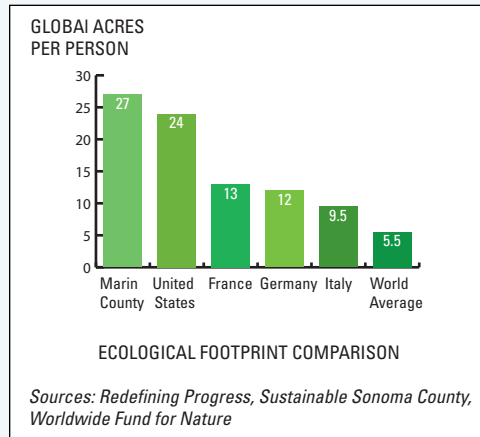


The team has developed programs to promote renewable energy, tackle climate protection, encourage green building, certify green businesses and implement energy efficiency in the County school districts, cities, and special districts.

**Planning sustainable communities is of global importance.**

Our decisions can affect the health of natural systems and consequently, human well-being, even in faraway places. Marin County is a major contributor to the Bay Area's regional open space and agricultural greenbelt. The Countywide Plan continues Marin's long standing commitment to environmental preservation, establishes a balanced mix of jobs and housing, emphasizes green building and business practices, and provides a path for our community to achieve a sustainable balance between environment, economy and equity.

**An ecological footprint can be used to measure the amount of natural resources an individual, a community, or a country consumes in a given year.** Given the current global population, about 4.5 global acres are available to support each individual on earth. The average American uses 24 global acres per capita, while the average Marin resident requires 27 global acres.



**A resident of Marin who drives alone to work each day has a commuting footprint four times greater than the same commuter who rides a bus.**



**Marin County is known for its distinctive natural setting and agricultural heritage. Marin encompasses abundant environmental resources, as well as working agricultural landscapes. From the quality of the air we breathe, the water we drink, and the food we eat, we depend on nature to provide for us. A responsibility to understand and protect the environment is a fundamental component of achieving sustainability.**

## Atmosphere and Climate

Marin's relatively good air quality is compromised by high concentrations of ozone caused by traffic, construction, wood burning, off road travel and agricultural operations. Given the growing threat of climate change, it is more important now than ever to improve air quality and minimize the release of harmful pollutants.

### Woodstove Replacement Rebate Program

In October 2003, the Board of Supervisors approved the Woodstove Rebate Program to provide rebates for the removal or replacement of non-EPA certified wood-burning appliances in accordance with the Woodsmoke Ordinance. As of October 2008, the program has provided rebates to assist in the removal or replacement of 107 non-compliant wood-burning appliances resulting in cleaner air across Marin County. EPA-certified wood stoves emit up to 70% less pollution and use 30% less fuel compared to non-certified wood stoves.

## Water Resources



Watersheds are dynamic systems that transport water, sediments, and nutrients from mountain tops to bodies of water, and perform many vital water quality and storage functions along the way. Preserving and improving watershed quality depends upon maintaining a balance between inflow and consumption, and avoiding changes that can diminish this natural resource.

### The Fishery Network of the Central California Coastal Counties (FishNet 4C)

The Board of Supervisors has partnered with Mendocino, Sonoma, Marin, San Mateo, Santa Cruz, and Monterey counties to protect and restore salmon near the central California coast. FishNet 4C is a fisheries-restoration program operated through a grant from the California Department of Fish and Game. The focus of FishNet 4C is to implement restoration projects, employ best management practices during maintenance activities, and incorporate aquatic habitat protections into land use regulations and policies. FishNet 4C recently facilitated the training of over 300 county public works, planning, and parks staff in order to ensure that adequate fish habitat and water quality protection measures are implemented during road and bridge maintenance activities throughout the region.

### Marin County Watershed Program

The County Watershed Program integrates flood protection and environmental restoration with public and private partners to protect Marin's watershed. The program has developed work plans to study solutions to flooding and improve watershed health, water quality and habitat. For example, the Ross Valley Watershed Flooding and Stormwater Master Plan will identify solutions to the ongoing flooding problems in the area. A salmon enhancement plan is being developed for San Geronimo Valley to enhance and protect habitat for Coho salmon and steelhead in the San Geronimo watershed while restoring its natural functions.

### Reduced Water Usage

Water is a key resource needed to sustain communities. Marin has a commitment to reduce consumption and conserve water due to the prevalence of drought in past decades. Reclaimed water accounts for over 27% of all the water used by the County, including much of its landscaping needs. As a means of further reducing water consumption, Marin has also retrofitted most County bathrooms with low volume toilets and waterless urinals. Together, these efforts have reduced water consumption by over 11%.

## Biological Resources

Protecting and restoring native habitat are the most effective methods of preserving Marin's wide variety of plants and animals, unique natural communities, and highly sensitive biological and wetland resources.



### Ring Mountain Preserve Habitat Management Plan

The Open Space District developed a set of management strategies to protect and enhance the unique and sensitive lands and habitats of the preserve. This is the first time that such a resource management plan has ever been initiated for one of Marin's preserves. Over the last two years, the District has conducted large-scale invasive species removal of more than 4,000 pampas grass and French broom plants in addition to the complete eradication and removal of the noxious weed known as purple star thistle from the preserve.



### Clapper Rail & Salt Marsh Harvest Mouse Vegetation Management

During 2006 and 2007, the Open Space District began implementing the Santa Venetia Marsh Enhancement Plan. The plan provided for the large-scale invasive plant removal and re-vegetation of over 5,000 native, wetland plants to provide shelter and feeding grounds for the California Clapper Rail and the Salt Marsh

Harvest Mouse.

"New analyses suggest that 15%–37% of a sample of 1,103 land plants and animals would eventually become extinct as a result of climate changes expected by 2050."

Nature Medicine, 2004





## Environmental Hazards

Environmental conditions such as earthquakes, fires, and flooding can threaten habitat, wildlife, buildings, and human life. The County maintains emergency operations plans, programs, and policies to minimize the impact of natural hazards and to guide staff and residents if such an event occurs.

### Vegetation Management

In addition to fighting wildland fires, the Marin County Fire Department diligently works to prevent these fires and mitigate the potential loss of land and life by working with the community to create vegetation management plans. These plans identify best management practices to reduce hazardous fuels. The fire department has treated thousands of acres of hazardous vegetation in areas such as Kent Woodlands and Marinview.

## Open Space and Trails

The County's many open space lands are managed primarily for resource preservation as well as lower impact recreational uses such as hiking, horseback riding, and mountain biking. Continuing to preserve Marin's natural resources, while also providing access to the public, poses an ongoing challenge.

### Parks and Open Space Strategic Plan

Over the past 35 years, Marin County has established four regional parks and protected 15,000 acres of open space. Marin's long legacy of conservation has reached a critical point and the Parks and Open Space system faces new challenges. We need to find the necessary resources to maintain our current open spaces and acquire additional land to complete our vision, connect trails, and protect fragile habitat. To address these challenges, the Marin County Parks and Open Space Department collaborated with community partners to develop a Strategic Plan for the revitalization of parks and for the growth and stewardship of the open space system over the next ten years.

## Agriculture and Food

Access to locally and responsibly grown healthy food requires the protection of agricultural land, support for local farmers and ranchers, and efforts to promote diversification of local products. The viability of Marin farms and ranches is threatened by low profit margins and pressure to convert agricultural lands for other uses.

### Marin Organic Certified Agriculture (MOCA)

Marin is a leader in organic agriculture. The Marin County Department of Agriculture, Weights, and Measures established the first local government organic certification agency in the United States. Since 2000, MOCA has certified 30 local producers and processors to meet U.S. Department of Agriculture (USDA) National Organic Program (NOP) standards. The County has also created California's first certification for grass-fed livestock.

## DID YOU KNOW?

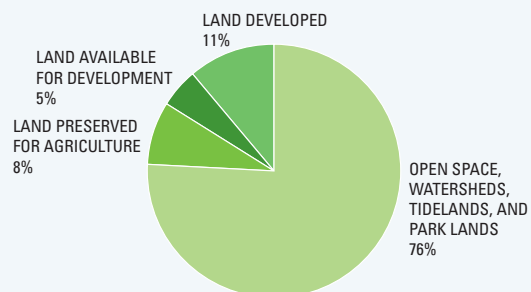
**It would take nearly 5 earths to sustain the world population** if everyone consumed natural resources similar to the average Marin County resident.

### Number of earths required if the world population footprint equaled a Bay Area County



**The amount of land preserved for local agriculture has increased by almost 50 percent between 2000 and 2007.** Of the 529,920 acres over which Marin County has jurisdiction, 41,000 have been preserved as farm land.

**More than three-fourths of Marin County's land is protected from development.** Only 11% of Marin has been developed and nearly 84% of the County consists of open space, watersheds, tidelands, parks, and agricultural lands.



Source: Marin Agricultural Land Trust (MALT)

**Approximately 20% of the entire Bay Area's milk comes from the 29 dairies in Marin County.** Milk and milk products have dominated agricultural sales in Marin for over 125 years.



Thanks to the foresight and planning of previous generations, Marin County remains a highly desirable place to live, work, and play with its beautiful setting, distinctive communities, and abundant cultural and recreational opportunities. Preserving and enhancing these special attributes will require the development of a sustainable infrastructure accomplished through the collaboration of the County, cities, private organizations, and the community.

## Community Design



Over the last 30 years, residential and business design has been low density with single-family housing away from urban centers and single-use office and retail buildings surrounded by parking lots. With the high cost of land and growing concerns about traffic and air quality, there is a greater need for more compact, urban, development with walkable streets suited for pedestrians

and bicyclists and mixed-use buildings that provide housing along with retail or office space.

### Marinwood Village Collaborative

The County continues to work collaboratively with the Marinwood Community in order to craft a plan for the redevelopment of their neighborhood commercial center that incorporates many sustainable development practices. The new plan includes shops with a mix of market-rate and affordable housing units allowing residents to work and shop without a car.

## Transportation



62% of Marin County's greenhouse gas emissions come from vehicles. Major changes in travel behavior will be needed to achieve a reduction in traffic congestion, greenhouse gas emissions, and air pollution. Our community will need access to flexible work schedules, carpools, and additional transportation choices for pedestrians, bicyclists and transit users.

### Non-motorized Transportation Pilot Program

Marin County was one of only four communities selected nationally to receive a \$25 million federal grant to dramatically expand the County's sidewalks, bicycle lanes, and pedestrian and bicycle trails. Already underway, this program will help provide bicycle and pedestrian connections to transit stations, schools, residences, businesses, recreation areas, and other community activity centers. Originally constructed for the railroad, the California Park tunnel is being retrofitted to also serve as a bicycle and pedestrian pathway connecting San Rafael and Larkspur as part of this program.

### Vehicle Trip-Reduction Programs

As the largest employer in Marin County, the County plays a leadership role in actively encouraging its employees to reduce the number of days they drive to work. The Board of Supervisors has approved a vehicle trip reduction program which includes the Green Commute Program (incentives for carpooling, taking public transportation, biking, and walking to work), alternative work schedules, and the tele-work program. In just the first year, these programs have reduced over 193,000 vehicle trips by County employees annually and reduced approximately 4.9 million pounds of carbon emissions.

## Energy and Green Building

To reach a sustainable level of energy demand, the County and its residents will need to reduce energy and resource consumption, increase the use of "green" building materials, and increase public education related to resource conservation. In addition, Marin County is exploring a number of different methods to increase the supply of renewable energy available within our community and reduce the amount of non-renewable energy consumed.



### Community Choice Aggregation (CCA)

CCA is a power purchasing program that would allow local jurisdictions to pool electricity purchases for residents, businesses and municipalities. The key objective of the Marin CCA is to raise the percentage of renewable energy used in the County from the current level of 12% (provided by PG&E) to 50% or more, while still keeping energy rates that are competitive with PG&E. Over time, CCA would work toward the ultimate goal of providing 100% of Marin's energy from renewable sources.

### Energy Efficiency Ordinance

This ordinance requires that new or substantially remodeled homes use energy conservation techniques that produce savings commensurate with their size. As a result, new large homes must incorporate more energy-saving technologies than small homes. Using a points system, this ordinance provides flexibility in meeting these requirements, including the use of energy-conserving heating and cooling systems, low-volume water heaters, or solar panels.

"Sprawling communities are a major contributor to climate change and air pollution because of their overdependence on automobiles, which burn polluting fossil fuels. By reducing sprawl, we will reduce our greenhouse gas emissions."  
**David Suzuki, Canadian Geneticist and Broadcaster**

"Shopping centers depend on access: They need locations near major traffic arteries. However, the shoppers themselves don't benefit from traffic: They need quiet, comfort, and convenience, and access from the pedestrian paths in the surrounding area."  
**Christopher Alexander, Sara Ishikawa, and Murray Silverstein, A Pattern Language: Towns, Buildings, Construction**



Marinwood Village Rendering

## Public Facilities and Services

New development generates a need for expanded facilities related to water supply, sewage disposal, solid waste recycling, and hazardous waste disposal. Marin's vision for a sustainable future establishes methods for addressing these service needs while recognizing resource limitations and the need for increased efficiency and conservation.

### East Shore Wastewater Improvement Project

Tomales Bay supports a wide variety of endangered species and sensitive ecosystems. Located in West Marin, the bay had become threatened by contaminants from failing septic systems in nearby residential communities. To save the bay and its fragile ecosystems, County staff worked with community residents and a number of local, state, and federal agencies, to create an off-site shared septic disposal field. Completed in 2008, the septic disposal field diverts 9,000 gallons of sewage per day from the bay.

### Throckmorton Ridge Fire Station Geothermal Exchange

The Throckmorton Ridge Fire Station is the County Fire Department's newest station. The station was built with green building materials, utilizes photovoltaic cells to harness solar energy, and has a geothermal exchange for heating and cooling needs. A geothermal system can reduce heating costs from 40-70% and cooling costs 30-50%. There are times during the summer months that electrical usage is so low that the facility generates more energy than it uses. As a result, this facility has achieved a LEED (Leadership in Energy and Environmental Design) Silver Certification.



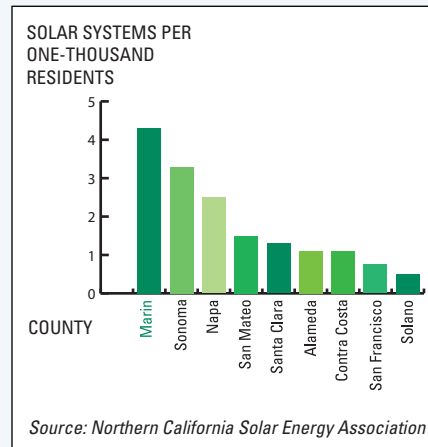
## DID YOU KNOW?

The Marin Solar Rebates program has provided rebates of up to \$500 towards the purchase of solar energy systems.

Photovoltaic panels on the roof of the Marin Center generate 40% of the facility's year-round electricity needs. 774 photovoltaic units are installed on the roof of the Exhibit Hall.



Marin County has the highest number of solar energy systems per capita among the nine Bay Area counties, averaging 4.3 solar systems per 1,000 residents.



Marin County residents are making more automobile trips than ever and most people in Marin drive alone. These factors combined with the uncertain future costs of fuel help to highlight why it is so important for alternative transportation opportunities, such as increased bicycle and pedestrian trails to be expanded.

Energy efficiency retrofits at the Marin Civic Center have saved over \$300,000 and 1,000 tons of CO<sub>2</sub> per year, which is the equivalent of planting 288 acres of trees.

Marin County's Information Services and Technology Department is in the process of virtualizing over 120 servers. This process saves electricity, reduces air conditioning costs, and minimizes the amount of hazardous materials deposited into landfills at the end of a server's life.



In 2006, Marin adopted a goal of 80% waste diversion by 2012, and a 100% diversion rate by the year 2025. This goal far exceeds requirements of the California Integrated Waste Management Act of 1989.



**Marin has developed a reputation for creativity, innovation, and a high quality of life. Our lifestyle has been shaped by the beautiful natural landscape that surrounds us, excellent residential neighborhoods, and many other factors that affect how people learn, work, acquire goods and services, and play. The County provides a support system to those most in need and creates opportunities for families to live, work, and play in a safe and healthy environment. We believe that all community members deserve equal access to opportunity, health care, community activities, recreation, and the arts.**

## The Economy

Marin has enjoyed relative prosperity and economic diversity during the past decade. However, increasing labor costs, traffic congestion, and a shortage of affordable housing have affected local business viability. The Marin Economic Commission works with community leaders to find solutions to these problems.

### Target Industry Study

Under the auspices of the Marin Economic Commission, a targeted industry study was conducted that assessed the existing economic climate within Marin County and suggested ways to foster a sustainable future for local Marin businesses, including approaches to help local targeted industries survive and thrive. In December 2008, a follow-up economic sustainability report was completed that recommends ways to best implement these programs. As a result, a roundtable committee made up of local business and community leaders will be formed to strengthen targeted industries and coordinate across businesses, local governments, and organizations to support a local sustainable economy.

## Diversity



The ethnic diversity of Marin's population is increasing. According to the U.S. Census, the percentage of African-American, Asian, Pacific Islander, and Latino residents has increased from 11% in 1990 to 16% in 2000. Reaching out to recognize and encourage leadership among minority communities creates an inclusive society in which under-represented groups become a part of the decision making process.

## Environmental Justice

Environmental justice seeks to prevent social inequalities such as disproportionate levels of toxins and other health hazards that may affect lower income communities. People in these areas are sometimes less able to afford pesticide-free food, and children may be more likely to be exposed to lead-based paint and pollutants in the air, soil, and water. We are committed to ensuring that all residents live in a healthy and sustainable environment with access to safe housing and nutritious food.

### Green Housing for Farm Workers

Marin County partnered with west Marin Latino service providers and the California Human Development Corporation (CHDC) to provide housing for ten low-income agricultural workers and their families. The housing is part of a pilot project that will replace older existing units that have become run-down with new manufactured homes that utilize green building principles such as orientation for maximum solar gain, solar panels, and high efficiency building materials wherever feasible. Construction is scheduled to begin in summer 2009.

## Education

All Marin children do not have access to early education programs and quality education. We seek to ensure educational opportunities for every child and adult through after-school and summer programs, and adult education programs such as parenting and English as a Second Language classes.



### Marin Literacy Program

The Marin Literacy Program (MLP) is a joint program of the San Rafael Public Library and Marin County Free Library. Through the efforts of this program, adult students receive the

support they need to reach their goals and secure better jobs, advocate for their children in school, and participate as active and informed members of the community. The program trains and supports volunteer tutors who address their students' needs in a variety of services including adult, family, and inmate literacy services, English as Second Language instruction, GED preparation, citizenship classes, and school readiness preparation for children in isolated rural underserved areas. In 2008, MLP served 1,548 adults, 1,232 children of adult students, and provided 5,284 books to build home libraries.

## Public Health



Despite the general good health of county residents, we face challenges in the areas of breast cancer, obesity, impact of Medicare changes to our elders, and access to affordable healthcare for special needs groups. The County works closely with local healthcare agencies to provide preventive treatment and universal access to care for all residents.

"We do not inherit the earth from our ancestors, we borrow it from our children."  
**Native American Proverb**



### Health and Wellness Campus

In 2008, the County opened its new Health and Wellness Campus, where individuals and families can easily access a broad array of health and wellness services. We worked closely with our community partners, including the Marin Community Clinic, to create a campus that promotes wellness, provides quality health care, and offers opportunities to improve one's quality of life through education, skill development and connections to other community services.

## Public Safety

Community involvement in public safety issues helps to keep our neighborhoods safe. Participation and proactive identification of issues in your neighborhood is greatly encouraged. Traditional law enforcement is complemented by therapeutic and restorative justice programs, counseling for perpetrators and safe havens for victims of domestic violence, expansion of substance control programs, and community policing efforts to help prevent crime and foster community pride.

### Social Host Ordinance

In October 2006, Marin became the first Bay Area county to adopt a social-host ordinance. The ordinance was the result of a grass-roots collaboration between residents, elected officials, law enforcement personnel, and Health & Human Services staff to address the growing problem of underage binge drinking throughout the County. This model ordinance has been adopted by all 11 incorporated towns and cities throughout Marin. Data from the Sheriff's Department and other local law enforcement agencies indicates that the measure has substantively altered the social norm on this serious issue.

## Arts and Culture

Marin County is a culturally rich community and the entertainment industry is a strong contributor to the local economy and quality of life. For over 35 years, the Marin Center has presented an array of world-class performing arts events to increase public access to arts and culture, heighten awareness of existing cultural resources in Marin, and expand opportunities for local artists and performers. Since 1987, Marin Center Presents has brought over 400 touring artists and attractions to Marin's Veteran's Memorial Auditorium. Calendar and event information is available at [www.marincenter.org](http://www.marincenter.org)

## Parks and Recreation

Parks and recreation amenities are critical to the quality of life, and overall economy of a community. County parks provide opportunities for active recreation, including playing fields, swimming pools, golf courses, tennis courts, picnic areas, and children's playgrounds.

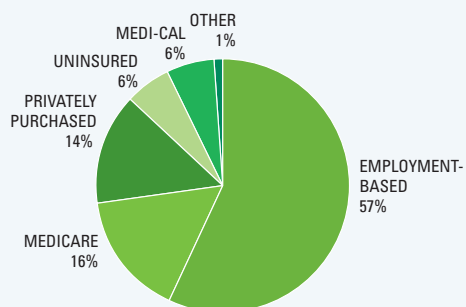
### DID YOU KNOW?

**The Department of Cultural and Visitor Services distributes about 5,000 free tickets** annually to low-income youth through the Friends of Marin Center Outreach Program.

**The 63rd annual award-winning Marin County fair set new standards for ways to "green" a county fair**, including such innovations as: new wind turbine technology; a solar-powered stage; a road show featuring alternative fuel vehicles; and turning over four tons of waste into enriched compost for fairground landscaping. The fair attracted over 120,000 guests during its five-day run over the 2008 July 4th weekend.

**The California Health Interview Survey estimates that approximately 6% of Marin residents do not currently have health insurance, which is among the lowest uninsured rates in the state.**

CURRENT HEALTH INSURANCE TYPES FOR MARIN RESIDENTS



Source: 2005, 2007 California Health Interview Survey

**The Marin County Free Library served over 1 million people** at its eleven (11) branches in 2008. You can visit the library online at [www.marinlibrary.org](http://www.marinlibrary.org).

**Marin's crime rate has been consistently lower** than the state's for many years. The overall number of crimes in the county has decreased from 7,533 reported instances in 1996 to 6,724 in 2005, representing a reduction of over 10%.

**A master plan for McInnis Park** is currently being developed and will likely include a dog park, children's play area, sustainable synthetic fields, and group picnic areas.



**Community participation and engagement are essential components to good governance. An involved community provides local government with a rich source of knowledge and energy, and helps to connect government to the people it serves.**

## **An Informed and Engaged Community**

We recognize that the voices, talents and contributions of our residents are important to the quality of our community. Marin is committed to encouraging involvement in civic processes by providing current information, creating opportunities for participation, and gathering information about community needs.

### **Community Survey**

One method by which the County gathers information about community concerns is through a biennial telephone survey. In 2005, the County conducted its first statistically-valid community survey to gather information from residents on quality of life in Marin, identify community concerns, and assess general satisfaction with County services. The County conducted its second community survey in 2007. Key results include:

- **More than eight in ten respondents reported satisfaction with the quality of life in Marin County (60% very satisfied and 32% somewhat satisfied).**
- **Similar to results in 2005, the top two issues identified by respondents as the biggest problems in Marin County were "Traffic congestion" (48%) and "Lack of affordable housing" (21%).**
- **Overall, 75% of the respondents rated the County's customer service as "Excellent" or "Good."**



### **Improving Access to County Facilities and Services**

Fostering an environment that welcomes and encourages engagement and participation of all individuals is important. The County strives to provide accessible county facilities, including the Civic Center, park facilities, and libraries. Over the past year alone, the Board of Supervisors has allocated over \$2 million to improve accessibility to County facilities and services, including over \$157,000 on curb and ramp improvements. Currently, the County is in the process of retrofitting 12 of the Civic Center's restrooms to ensure easy access to restroom facilities for the disabled. Recent accessibility improvements have also been completed at the County's new Health & Wellness Campus, Lagoon Park, and Forest Knolls Park.



### **Marin County Government Channel**

Marin County recognizes that online services are often the most convenient way for many residents to access County government. The County's website ([www.co.marin.ca.us](http://www.co.marin.ca.us)) offers a variety of information and services, including: the ability to pay property taxes, learn about County services and soon review restaurant inspection results. Recently, the County developed its own internet channel, the Marin County Government Channel ([www.co.marin.ca.us/G-Channel](http://www.co.marin.ca.us/G-Channel)).

The G-Channel is a centralized place where all cities in Marin County can communicate to the public about disasters, local events, and breaking news. G-Channel information is also available at [www.youtube.com](http://www.youtube.com).

### **Accessing Information about the County**

The County ensures that all residents are able to access our services. We provide English translation services for over 20 languages. Hearing and speech impaired residents can also contact the County prior to public hearings to ensure that sign language interpreters can be present to assist them. Residents can also call the general information line at (415) 499-7000 or visit our many information counters for easy access to staff and County information.

### **Encouraging Participation in Elections**

Marin County continues to exceed state and national averages for voter participation. Out of Marin County's 155,640 registered voters, 141,321 casted a ballot in the November 4, 2008 general election, for an average participation rate of over 90%. The County encourages all residents to continue to participate in this civic responsibility. The Registrar of Voters provides online services for each election, including polling place locations, voter registration information, and election results at [www.marinvotes.org](http://www.marinvotes.org). In 2006, touch-screen voting machines that are accessible to the disabled were installed at each of the 115 polling locations throughout the county.



### **Election Workers**

The Marin County Elections Division is continually seeking people dedicated to the democratic process who are able to serve in a polling place on Election Day. Each election, over 700 people are selected to staff polling places where they issue ballots, assist voters, and close the polls after voting concludes at 8 pm. Workers are compensated for their time and effort. In order to find out how to become a polling worker, please visit [www.marinvotes.org](http://www.marinvotes.org).



### County Volunteers Making a Difference

The County has benefited from thousands of volunteers donating their services through various County volunteer programs. In 2007 alone, more than 6,000 individuals volunteered over 190,000 hours of service to visitors and residents of Marin through these programs.



### Get-Ready-Marin

In collaboration with Marin cities and other community partners, the Marin Fire Department participates in the Get-Ready-Marin program ([www.getreadymarin.org](http://www.getreadymarin.org)). Through this program, teams of volunteers conduct a free two-hour course to teach community members what to do

before, during and after a regional disaster, such as earthquake, fire, or flooding. Courses are offered throughout the County on a regular basis.

### Parks and Open Space Monthly Volunteer Days

Over the past year, volunteers have provided over 9,000 hours assisting in County park facilities and open space preserves. Volunteers assist park rangers with trail work, exotic plant removal, tree planting, cleanup and other hands-on restoration projects. These activities provide a great opportunity to learn about open space lands.

### Assessor-Recorder Digitizes Records

Over the past year a team of four community volunteers helped the Assessor-Recorder's Office digitize 11½ years of birth records and 17 years of death records. Without the help of volunteers, the digital conversion could have taken over 2½ years. The newly digitized records allow us to provide better customer service and easier access to vital records.



## DID YOU KNOW?



### Marin County continues to exceed state and national averages for voter participation.

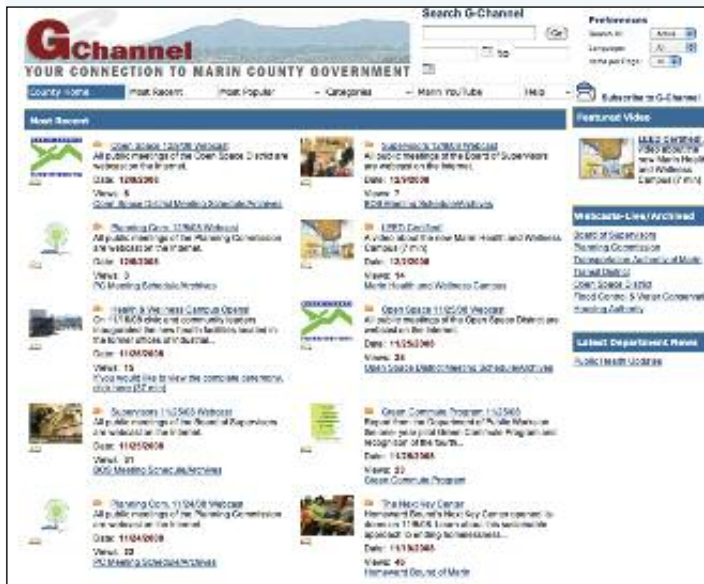
Over 90% of registered voters cast a ballot in the November 4, 2008 general election, the highest rate in the state.

The County has nearly 60 advisory commissions that meet regularly to discuss and provide input on specific issues and public projects and programs. Various topics and policy areas are examined by these commissions – from land development to child care to emergency preparedness. Open positions on commissions are posted on the County's website.

The County's website ([www.co.marin.ca.us](http://www.co.marin.ca.us)) offers a variety of information and services, including the ability to pay property taxes, and soon review restaurant inspection results.

The County has developed its own internet channel, the Marin County Government Channel ([www.co.marin.ca.us/G-Channel](http://www.co.marin.ca.us/G-Channel)).

The G-Channel is a centralized place where all cities in Marin County can communicate to the public about disasters, local events, and breaking news. G-Channel information is also available at [www.youtube.com](http://www.youtube.com).



In 2007 alone, more than 6,000 individuals volunteered time to the County, which is equivalent to \$8 million in labor services.

The County invested over \$1.3 million to ensure that the Health & Wellness Campus was fully accessible to the disabled and is in the process of implementing a comprehensive plan for disability access to all of its facilities.

Marin County is collaborating with a number of Bay Area organizations to present *Viviendo Verde*, the first Spanish language climate change summit, in spring 2009. *Viviendo Verde* will bring together environmental experts and community members to showcase on-going programs, discuss green jobs, and educate the Latino-Indigenous community about the urgency of climate change.



**The mission of Marin County is to provide excellent services that support healthy, safe and sustainable communities; preserve Marin’s unique environmental heritage; and encourage meaningful participation in the governance of the County by all. To achieve this mission, County government needs to demonstrate responsible financial management, continuously improve services and achieve results, and hire and retain excellent employees to serve the public.**

## County Budget & Long-Term Restructuring

The County has a tradition of making sound financial decisions with taxpayer dollars. Our practice of prudent financial management was recognized in October 2008 when the Standard & Poor’s rating agency upgraded the County’s bond rating to the highest level available to counties. Our strong financial position is demonstrated by several factors including:

- **Highest bond rating** which is held by only four counties in the state and saves taxpayers money in lower interest costs.
- **Low long-term debt** from funding capital projects with one-time funding sources such as grants, fees, and reserves
- **Stable budget reserve** that helps protect our services from budget uncertainties
- **Responsible financial policies** that help guide us in making sound fiscal decisions in areas like managing debt, estimating revenues, and maintaining cost-effective services

Marin, like other cities and counties, is facing budget challenges given the economic downturn. Due to the slowdown in the housing market, our local revenues are not keeping pace with our cost of doing business. We are also impacted by ongoing state budget problems as approximately 30% of our funding comes from state government. To balance its fiscal year 2008-09 budget, the County reduced \$7.2 million from its budget (about 2% of our budget) and about 30 vacant positions. Even with these adjustments, the County still faces a long-term budget shortfall of approximately \$25 million over the next five years, or about 6% of our operating budget. This shortfall only reflects the County’s own structural deficit. Future State budget cuts would add to this shortfall.

“Marin County is an innovative organization built on trust, integrity, and collaboration. These values will be essential in addressing the challenges ahead.”  
**Matthew Hymel**  
County Administrator

## Providing High Quality Services While Meeting New and Emerging Needs

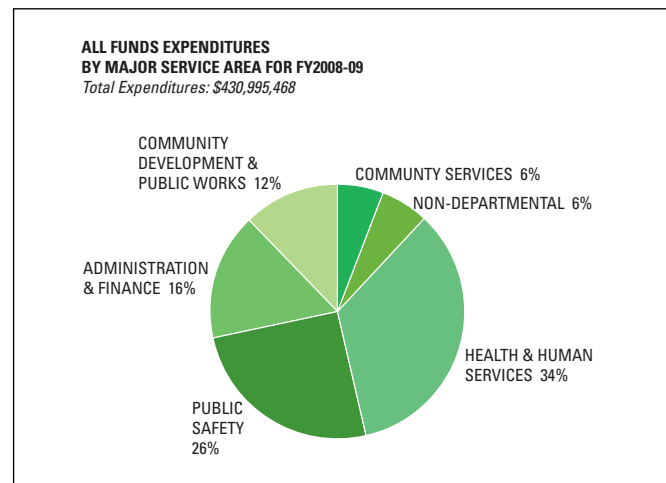
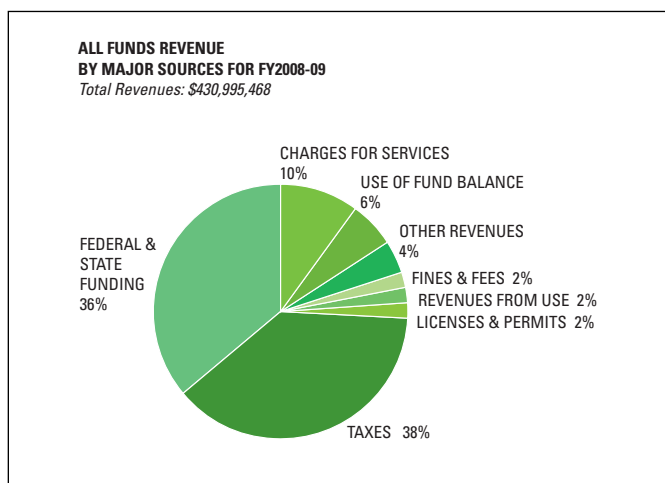
Given these financial challenges, the County has initiated a long-term restructuring process to develop a more sustainable and balanced budget over the next five years. This restructuring will help us live within our means as well as meet new and emerging community needs. As part of this process, we will share information and seek community input through surveys, public forums, and the County’s website. Our goal with this restructuring process is to continue providing high quality services to the community and meet new and emerging needs while living within our means.

## Managing For Results

The County is committed to becoming a high-performance organization that uses results to continuously improve services. We use a process called Managing for Results (MFR) to help us do this by identifying what’s most important and assessing our progress and results. Now in its fifth year, MFR helps ensure the County is results-oriented, customer-focused, and aligns resources with its overall mission, values, and goals. Each department annually develops a performance plan that identifies department goals, key initiatives to accomplish its goals, and performance measures to track results. This information helps departments continuously improve their services and operations.

Highlights of recent achievements by County departments are included throughout this report. Other examples of achievements include:

- **Achieved a 70% reduction** in the average number of offenses committed by participants in the Supervised Treatment After Release (STAR) mental health program
- **Implemented Get Ready Marin** program to provide disaster preparedness training to residents
- **Processed and returned 100%** of Assessor-Recorder documents to filers within 30 days
- **Completed 100% of remaining road repair** and storm water projects related to the 2005-06 winter storms
- **Increased Marin Center box office sales** to \$4.9 million, an increase of 11% from the previous year







www.robertcampbellphotography.com

## Dedicated Employees

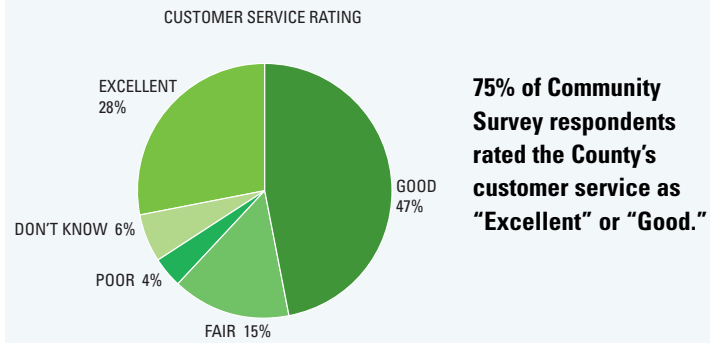
Marin County strives to attract and retain high-quality employees to deliver excellent services to our community. The County workforce includes a broad range of positions ranging from environmental health specialists to victim-witness advocates to public health nurses. County employees are committed to providing excellent customer service and open communication in every interaction – whether at a public meeting or a department service counter. We believe that this is an essential way of doing business and serving our community.



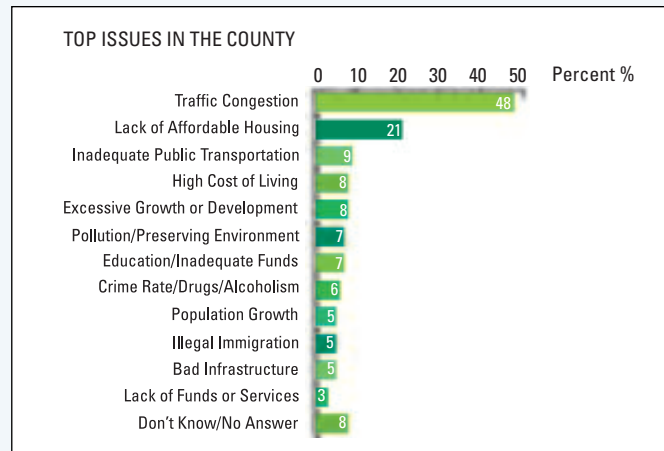
## Workforce Planning

Like many public organizations, a large percentage of the County workforce is eligible for retirement over the next several years with a smaller number of younger employees to replace them. To ensure our success in recruiting and retaining talented employees in this tightened labor pool, we are adapting our recruitment efforts to attract and retain the next generation of county employees. We are also taking further steps to incorporate the interests and expectations of younger employees in improving our organizational practices and structure. This work will both improve our organization and significantly contribute to the County's ability to maintain an excellent County workforce.

## DID YOU KNOW?



The 2007 Community Survey identified traffic congestion and lack of affordable housing as the top two biggest issues facing our community; similar to 2005 survey results.



50% of the County workforce will be eligible for retirement in the next ten years furthering our need to recruit and retain the next generation of county employees.

The County funded the new Health and Wellness Campus through tobacco settlement funding in order to minimize long-term debt.

The County receives 19¢ out of every \$1 in property tax revenue, while 81¢ is distributed to schools, special districts, cities and redevelopment agencies.



You can access county budget, priorities, and goals on the county website. Please visit: [www.co.marin.ca.us](http://www.co.marin.ca.us).



**Marin County has long been a pioneer in many service areas, including protecting the environment and promoting a sustainable future for its residents. Therefore, it should come as no surprise that the County has been honored with a host of recognitions and awards from numerous professional organizations for its achievements. Some of the recognitions and awards worth highlighting include:**

- *Outstanding Planning Document* – Association of Environmental Professionals (AEP) – Marin Countywide Plan, 2008
- *Outstanding Environmental Analysis Document* – Association of Environmental Professionals (AEP) – Marin Countywide Plan Environmental Impact Report, 2008
- *Comprehensive Planning Large Jurisdiction Award* – Northern Section, California Chapter of the American Planning Association (NSCCAPA) – Marin Countywide Plan, 2008
- *National Award of Excellence for Implementation* – American Planning Association (APA) – Marin County Sustainability Team, 2008
- *Leadership Award* – Environmental Protection Agency – Marin County Sustainability Team, 2008
- *Environmental Leadership Award* – Marin Conservation League – Marin County Sustainability Team, 2008
- *Merit Award* – California State Association of Counties (CSAC) – Waste Pharmaceutical Safe Disposal program
- The Northern California Solar Energy Association granted Marin County a “*Top-Three*” Award as having one of the top three highest rates of solar panel installations in California over the past year
- The Wall Street Journal awarded their *2008 Technology Innovation Prize* in the Environmental category to the Lawrence Berkeley National Laboratory for their work with Marin County’s Environmental Health Services Division on the PhyloChip, a program that is used to study the microbial ecology of coastal waters.
- Mort Tallen, the County’s Veterans Services Officer, was a *Jefferson Award* recipient in September 2008. The Jefferson Awards are a prestigious national recognition honoring community and public service in America. Mort was a local winner in honor of the service and dedication he has provided to Marin’s 17,000 veterans over the last 27 years.
- The Marin County Fair earned the top honors at the Western Fairs Association 85th Annual Convention & Trade Show. The 2007 Marin County Fair captured a record 31 individual *Achievement Awards*, including 15 first place awards, as well as the highest honor awarded in the Achievement Award program, *The Merrill Award*, which is given to the Fair that clearly demonstrates leadership, vision and excellence.

- *Most Innovative Use of Technology Award* – California County Information Services Directors Association (CCISDA) – for EJUS (Electronic Justice System) application – Fall 2005
- National Association of Digital Counties *Award for Electronic Government* (County website) – 5th place 2007; 5th place 2006
- The PISMO (Marin Property Information System Modernization) project was featured as case study in two Microsoft websites (Winter 2008); featured as topic/presentation in CCISDA Fall conference roundtable (November 2008); featured topic in Assessor Technology conference (September 2008) and Reuters publication (August 2008).
- The Department of Child Support Services was again recognized by the State for the fourth consecutive year as being within the “*Top Ten*” highest performing child support agencies in California.
- A *Child Support Director’s Association (CSDA) Award* was granted to Keith Pepper, Marin’s Child Support Services Director, for his dedication and support as a member of the CSDA Board and his years of service assisting the CSDA with many child support issues.
- The 2005 Marin County Report to the Community received a *National Award* from the City-County Communications and Marketing Association.
- The County Administrator’s Office received a *Distinguished Budget Presentation Award*, from the Government Finance Officer’s Association for the Fiscal Year 2005-2006 Budget Book.
- The County District Attorney’s Office received an *Official Proclamation* from Governor Arnold Schwarzenegger in March 2005 recognizing their office for over 25 years of service to crime victims
- The District Attorney’s office received a *2007 Community Service Award* for outstanding work on animal cruelty prosecutions from the Marin County Humane Society .
- At its 2006 conference in San Jose, The California Resource Recovery Association (CRRRA) granted Marin’s Department of Public Works an “*Innovative Waste Prevention*” award for its waste reduction campaign efforts.
- On October 22, 2008, The Marin County Department of Public Works received an *Award of Merit* from the Metropolitan Transportation Commission (MTC) for the Muir Woods Shuttle program. Since 2005, the Dept of public works has administered this federally funded shuttle program for visitors to the Muir Woods National Monument. In 2008, the program provided rides to over 17,000 visitors.
- In 2006, the Western Fairs Association granted the Health & Human Services Department *First Place Prize in the Incentives Programs for Business Partners* category for working with vendors to provide healthy food alternatives at the County Fair.
- In 2006 and 2007, Health & Human Services Department received *First and Second Place*, respectively, from the Western Fairs Association for the *Play Fair Pavilion*, which discouraged alcohol sponsorships at the County Fair.

“Providing a serious commitment to renewable energy is one of the most important actions Marin County can take to reduce climate change.”  
**Marin County Supervisor  
Charles McGlashan**



The following is a list of key contact information for County departments and services. A partial list of services and activities within departments are listed to provide basic information about each department. Additional information can be found online or by contacting the department.

## County of Marin General Information

**General Information Line:** 415-499-7000

**Internet Home Page:** [www.co.marin.ca.us](http://www.co.marin.ca.us)

### Calendar of Events

[www.co.marin.ca.us/sysapps/calendar](http://www.co.marin.ca.us/sysapps/calendar)

Services and Information Index

[www.co.marin.ca.us/services](http://www.co.marin.ca.us/services)

### Job Postings List

[www.co.marin.ca.us/jobs](http://www.co.marin.ca.us/jobs)

Boards and Commissions

[www.co.marin.ca.us/depts/bs/main/brds\\_comm.cfm](http://www.co.marin.ca.us/depts/bs/main/brds_comm.cfm)

### Volunteer Job Openings

[www.co.marin.ca.us/depts/HR/ccvol/index.cfm](http://www.co.marin.ca.us/depts/HR/ccvol/index.cfm)

## Administration and Finance

### Assessor-Recorder

Property Assessments, Deeds and Records

499-7215

[www.co.marin.ca.us/ar](http://www.co.marin.ca.us/ar)

### Board of Supervisors

Governing Board of Marin County

499-7331

[www.co.marin.ca.us/bos](http://www.co.marin.ca.us/bos)

### County Administrator's Office

Budget, Interdepartmental Coordination,

Intergovernmental Relations, Risk Management

499-6358

[www.co.marin.ca.us/cao](http://www.co.marin.ca.us/cao)

### County Clerk

Marriage Licenses, Fictitious Business Names,

Passports, Death Certificates

499-6415

[www.co.marin.ca.us/clerk](http://www.co.marin.ca.us/clerk)

### Registrar of Voters

Elections

499-6456

[www.co.marin.ca.us/elections](http://www.co.marin.ca.us/elections)

### Treasurer-Tax Collector

Tax and Central Collections, Public Administrator

499-6146

[www.co.marin.ca.us/taxes](http://www.co.marin.ca.us/taxes)

## Community Development and Public Works

### Community Development Agency

Planning, Building Permits, Affordable Housing, Redevelopment Agency, Environmental Health Services

499-6269

[www.co.marin.ca.us/comdev](http://www.co.marin.ca.us/comdev)

### Department of Public Works

Flood Control, Road Maintenance, Storm-water

Pollution Prevention, ADA Compliance, Traffic

Operations, County Transit District

499-6528

[www.co.marin.ca.us/pw](http://www.co.marin.ca.us/pw)

## Community Services

### Agricultural Weights and Measures

Integrated Pest Management, Weights and

Measures, Organic Food Production,

Sudden Oak Death

499-6700

[www.co.marin.ca.us/agriculture](http://www.co.marin.ca.us/agriculture)

### Cultural and Visitor Services

Marin Center, County Fair, Civic Center Tours

499-6400

[www.co.marin.ca.us/cu](http://www.co.marin.ca.us/cu)

### Farm Advisor

Organic Food Certification, 4-H Youth Development,

Dairy Advisor, Master Gardeners

499-4204

[www.co.marin.ca.us/farm](http://www.co.marin.ca.us/farm)

### Marin County Free Library

Library Branches, Special Collections

499-6051

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

### Parks and Open Space

Regional and Community Park Facilities, Open

Space District

499-6387

[www.co.marin.ca.us/pos](http://www.co.marin.ca.us/pos)

## Health and Human Services

### Planning and Administration Division

499-3696

[www.co.marin.ca.us/hhs](http://www.co.marin.ca.us/hhs)

### Mental Health Division

Adult Services, Managed Care, Youth and Family

Services, Public Guardian

499-6835

[www.co.marin.ca.us/mh](http://www.co.marin.ca.us/mh)

### Health Services Division

HIV/AIDS Clinic, Children's Services, Women's

Health Services,

Aging Services, Tobacco Education Program

499-3707

[www.co.marin.ca.us/hs](http://www.co.marin.ca.us/hs)

### Social Services Division

Employment and Training, Food Stamps, Medi-Cal,

Child Welfare Services, Veterans Services

499-6970

[www.co.marin.ca.us/ss](http://www.co.marin.ca.us/ss)

### Job Postings List

[www.co.marin.ca.us/jobs](http://www.co.marin.ca.us/jobs)

### Boards and Commissions

[www.co.marin.ca.us/depts/bs/main/brds\\_comm.cfm](http://www.co.marin.ca.us/depts/bs/main/brds_comm.cfm)

### Volunteer Opportunities

[www.co.marin.ca.us/volunteer](http://www.co.marin.ca.us/volunteer)

## Public Safety

### Child Support Services

Enforcement and Collection of Child Support Orders

507-4068

[www.co.marin.ca.us/cs](http://www.co.marin.ca.us/cs)

### Coroner

Investigation of Sudden and Unexpected Deaths within County

499-6043

[www.co.marin.ca.us/coroner](http://www.co.marin.ca.us/coroner)

### District Attorney

Prosecution, Consumer Protection,

Victim-Witness Services

499-6450

[www.co.marin.ca.us/da](http://www.co.marin.ca.us/da)

### Fire

Fire Protection, Prevention, and Emergency

Medical Services in Unincorporated Areas

499-6717

[www.co.marin.ca.us/fire](http://www.co.marin.ca.us/fire)

### Probation

Juvenile Hall, Adult and Juvenile Probation

Services: 499-6705

[www.co.marin.ca.us/probation](http://www.co.marin.ca.us/probation)

### Office of Emergency Services

Hazard Identification and Mitigation, Crisis

Communications

499-6584

[www.co.marin.ca.us/disaster](http://www.co.marin.ca.us/disaster)

### Public Defender

Legal Services for Indigent Clients

499-6321

[www.co.marin.ca.us/pd](http://www.co.marin.ca.us/pd)

### Sheriff's Office

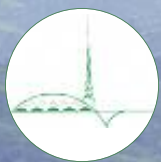
Patrol, Communications, Court Security,

Investigations

499-7250

[www.co.marin.ca.us/sheriff](http://www.co.marin.ca.us/sheriff)





## Acknowledgments

### Report Director

Matthew H. Hymel  
*County Administrator*

### Report Coordinators

Eric Engelbart  
*Administrative Analyst – County Administrator's Office*

Janell Hampton  
*Administrative Analyst – County Administrator's Office*

Mike Lowrie  
*Administrative Analyst – County Administrator's Office*

### Report Development Committee

Leslie Alden  
*Aide to Supervisor McGlashen*

Matt Bronson  
*Principal Analyst – County Administrator's Office*

Stacy Carlsen  
*Agricultural Commissioner*

Clarissa Daniel  
*Deputy County Administrator*

Jim Farley  
*Director of Cultural and Visitor Services*

Michael Frost  
*Deputy Director of Public Works*

Gail Haar  
*Director of Marin County Free Library*

Linda Jamieson  
*Principal Systems Analyst – Information Services and Technology*

Mona Myasato  
*Chief Assistant County Administrator*

Sparkie Spaeth  
*Community Health and Prevention Services Manager*

Phoenicia Thomas  
*Administrative Services Officer – County Fire Department*

Tina Torresan  
*Parks and Open Space Planner*

Dawn Weisz  
*Principal Planner – Community Development Agency*

### Graphic Design

Robin Brandes  
*Robin Brandes Strategic Graphic Design, San Anselmo*  
[www.robinbrandes.com](http://www.robinbrandes.com)

### Printing

Tim Stapleton  
*Innovative Print Solutions, Novato*

**Thank you to all the staff and community photographers who generously contributed their photographs to this Report. We appreciate the efforts and quality of work.**

**A special thanks to our Marin community, County of Marin employees, the Marin Sustainability Team, and to all who contributed to the development of this Report.**

**This publication can be made available in Braille, large print, computer disk, and audio tape cassette. Requests should be made to:**  
Office of the County Administrator, County of Marin  
Voice: 415-499-6360, CA Relay Service – Dial 711

County of Marin  
Board of Supervisors  
3501 Civic Center Drive, Room 329  
San Rafael, CA 94903  
[www.co.marin.ca.us](http://www.co.marin.ca.us)