



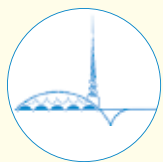
Our Commitment

Provide Excellent Services to Ensure Healthy, Safe and Sustainable Communities Throughout Marin



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On behalf of the County of Marin, we are pleased to present our 2005 Report to the Community. This report is designed to describe the role of County government and the important services we provide, as well as our priorities and key accomplishments in meeting the needs of our community. A separate executive summary is included at the end of this report that highlights the full report. Both documents are available on our website at www.co.marin.ca.us/commreport, at your local library branch, or the Marin County Civic Center.

The overall goal of this first-ever Report to the Community is to further connect Marin County government and the community we serve. County government provides important services every day, such as public health services, cultural and recreational facilities, and community safety programs, yet many residents are not aware of how County government helps the community. The Board of Supervisors developed this report to not only provide this information, but also convey our vision and priorities for the future of Marin County and highlight recent accomplishments. Our purpose with this report is to engage the community and increase awareness and involvement by the community in their County government.

The mission of Marin County government is to provide excellent services to meet community needs throughout the county. To support this mission, our Board of Supervisors has adopted five broad community-oriented goals that provide a vision for our community and guide our policies and programs:

- **Healthy Communities**
- **Safe Communities**
- **Sustainable Communities**
- **Environmental Preservation**
- **Community Participation**

Within this report, you will see key objectives that identify our commitment to each community goal and examples of our results in achieving each goal. Other sections include information on the Board of Supervisors, an introduction to County government, and a description of the County's budget and organizational goals. Key contact information is also provided to help access County departments and services.

Marin County government is dedicated to being a responsive, open, and community-focused government that fosters a sense of community throughout our diverse county. Working in collaboration with our community partners, we have clear goals and priorities that are intended to meet community needs as well as carefully manage taxpayer dollars. We also have a record of results that demonstrates our ability to provide the highest level of service to the community. We hope this report conveys our vision for Marin County and demonstrates how we improve the lives of our residents, businesses, and visitors.

Supervisor Susan L. Adams
District 1

Supervisor Harold C. Brown, Jr.
District 2

Supervisor Charles McGlashan
District 3

Supervisor Steve Kinsey
District 4

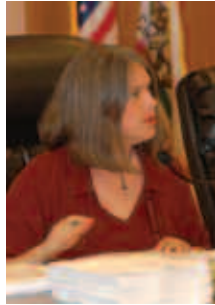
Supervisor Cynthia L. Murray
District 5

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 unincorporated areas. In addition, members of the Board represent the county on the boards of numerous county services 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, representing District 1. 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 as a member or chair of many commissions, including being the chair of the Children's Health Initiative and the Marin Criminal Justice and Behavioral Health Committee, and a member of the Marin Telecommunications Agency and the Association of Bay Area Governments.

Harold C. Brown, Jr.

District 2

Hal Brown was appointed to the Board of Supervisors in 1983, representing District 2, and is currently serving his sixth term. 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. Brown has resided in San Anselmo for 30 years, raising his two sons, Michael and Chris, while coaching soccer, youth basketball, and Little League baseball. Supervisor Brown is a senior member of the Bay Area Air Quality Management District Board, and past president and senior member of the Golden Gate Bridge, Highway & Transportation District Board. He is a mediator and member of the National Association of Conflict Resolution.



Charles McGlashan

District 3

Elected to the Marin County Board of Supervisors in November 2004, Charles McGlashan represents District 3. 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. McGlashan has 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 Board of the Sonoma Marin Area Rail Transit District, the Marin County Retirement Board and other commissions on behalf of Marin County.

Steve Kinsey

District 4

Serving his third term on the Marin County Board of Supervisors, Steve Kinsey lives in Forest Knolls with his family. He has lived in District 4 for over 22 years. Supervisor Kinsey holds a bachelor's degree in architecture from Arizona State University and previously owned a design/build firm. Kinsey is the County's representative on the Metropolitan Transportation Commission and the Marin Children's and Families' Commission (First 5). Supervisor Kinsey serves as a member of many other commissions, including the Marin Agricultural Land Trust and Bay Area Ridge Trail Council, and is the president of the Marin Emergency Radio Authority.



Cynthia L. Murray

District 5

Cynthia Murray is serving her second term on the Marin County Board of Supervisors, and represents District 5. A graduate of Rutgers University, her business background is in sales and marketing of computer-related products. Supervisor Murray moved to Marin in 1978 and has lived in Novato since 1988. She is married and has two children. Prior to her election to the Board in 1998, Murray served seven years on the Novato City Council, including one year as mayor. Supervisor Murray serves as a member or chair of many commissions, including being the chair of the Bay Area Water Forum and Director of Emergency Services.





The Board of Supervisors

Strategic Objectives for Community Goals

In 2004, the Board of Supervisors adopted Countywide Goals, a series of community and organizational goals for Marin County government. As a further step in 2005, the Board adopted strategic objectives for each of the five community-oriented goals into more defined and measurable objectives for County departments and programs. These objectives, which are listed below, are included in each community goal section of the report to identify our commitment to these goals.

Countywide Goals

COMMUNITY GOALS	Healthy Communities	Safe Communities	Sustainable Communities	Environmental Preservation	Community Participation
	Excellent Customer Service	Employer of Choice	Effective Communication	Managing for Results	Financial Responsibility

Healthy Communities

- Improve Community Access to Health Services
- Provide Community Enrichment through Cultural, Recreational, and Learning Opportunities
- Promote Healthy Lifestyles for County Residents

Safe Communities

- Ensure Community Safety through Effective Law Enforcement and Prevention
- Promote a Fair Justice System through Restorative and Therapeutic Programs
- Reduce the Risk of Wildfires in Partnership with Our Community
- Provide Effective Emergency Preparedness and Response

Sustainable Communities

- Reduce Traffic Congestion by Providing Transportation Choices
- Support Affordable Housing Opportunities
- Promote Efficient Resource and Energy Use
- Encourage Collaboration with Public/Private Organizations

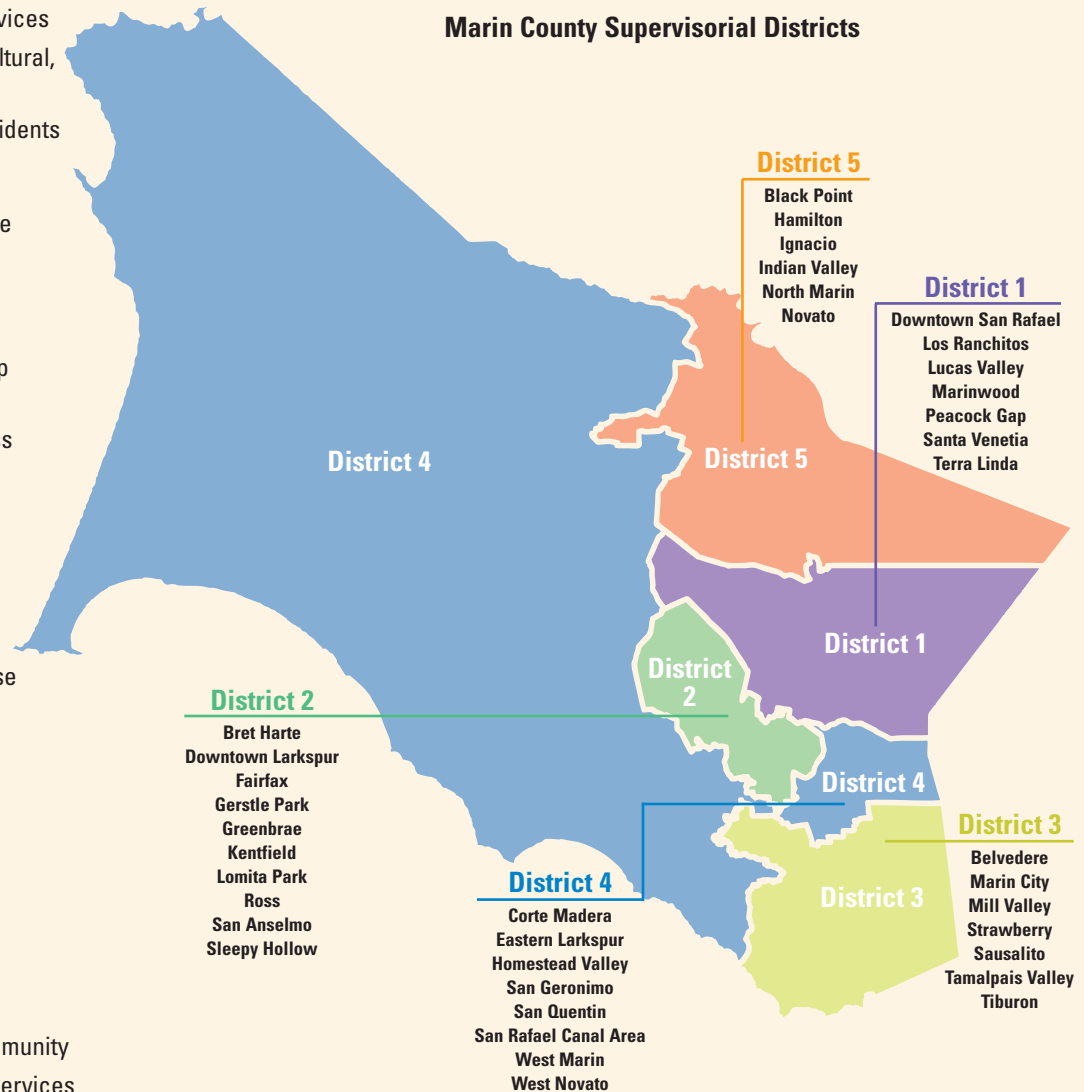
Environmental Preservation

- Maintain and Enhance Open Space
- Support and Promote the County's Agriculture Heritage
- Protect the Natural Environment

Community Participation

- Encourage an Informed and Engaged Community
- Improve Access to County Facilities and Services
- Promote and Support Diversity

Marin County Supervisorial Districts



Marin County is comprised of eleven cities and towns, plus other unincorporated communities, that offer a high quality of life for residents and businesses. County government provides many important services to the community, including health care and social service programs, libraries, parks, and criminal justice services. The County also provides municipal or city services, such as patrol services and fire protection, building inspection, land use planning and road maintenance for the unincorporated areas of the county. In addition, the County is responsible for developing and implementing a long-range Countywide Plan that guides the conservation and development of Marin County.

The mission of the County of Marin 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.

THE COMMUNITY OF MARIN COUNTY

Elected Board of Supervisors				County Administrator
Administration & Finance	Community Development, Public Works	Health & Human Services	Public Safety	Community Services
Auditor-Controller <i>Elected</i>	Public Works	Health and Human Services	District Attorney <i>Elected</i>	Farm Advisor/U.C. Coop Extension
County Counsel	Community Development Agency		Sheriff <i>Elected</i>	Agricultural Weights and Measures
Assessor-Recorder <i>Elected</i>			Probation Department	Parks and Open Space
Human Resources			Public Defender	Cultural Services
Information Services			Coroner <i>Elected</i>	Marin County Free Library
Treasurer-Tax Collector Registrar/Clerk <i>Elected</i>			Fire Department	
			Child Support Services	
		Emergency Services		

The Frank Lloyd Wright-designed Civic Center is a national landmark from which many County services are offered. Serving as the central and most visible location of Marin County government activity, the Civic Center includes a public library as well as other County services such as tax assessment and collections, the County Clerk, the Treasurer-Tax Collector, and the Registrar of Voters. We also offer weekly tours of the Civic Center, which often include visitors from around the world, who travel here to see and learn about the famous architecture of the building. To better serve our clients, County services are also located throughout the county, including six fire stations, five sheriff's stations, health clinics and many other facilities that serve important county needs.

We are committed to providing excellent services to the members of our community and continuously strive to improve services, especially in areas that have been identified as high priorities by residents. To help us identify community priorities, in spring 2005, the County conducted its first-ever community survey. The main purpose of the survey was to obtain community feedback on the importance of County programs, as well as obtain residents' satisfaction with County services. Key results of the survey can be found throughout this report.

Organizational Structure

The Board of Supervisors is both the legislative and executive body of County government.

The Board of Supervisors enacts ordinances, determines policies, and adopts annual budgets for all County departments. These actions are taken in open meetings that interested members of the community are encouraged to attend. The Board appoints a County Administrator, who provides for the administration of the County in accordance with Board policies and applicable laws, recommends and manages the County budget, and coordinates the work of County departments.

County government is divided into five service areas including Health and Human Services, Public Safety, Administration and Finance, Community Development and Public Works, and Community Services. Service areas are further broken down into 23 departments, 17 of which are managed by officials appointed by the Board of Supervisors, with the remaining six department heads elected by county residents to serve four-year terms. These departments are shown at left; key contact information for each department can be found on pages 18-19.



Marin County Civic Center, 3501 Civic Center Drive, San Rafael

Information and Services

In addition to accessing in-person County services at the Civic Center or other locations throughout the county, you will find many are offered at any hour of the day on our website at www.co.marin.ca.us

The County's website receives an average of 100,000 visitors per month. We recognize the importance of providing online services, and we continue to work toward improving our website. Currently, you can visit the County's website to **make reservations at a County park, subscribe to the Library's e-newsletter, ask a librarian a question, download a variety of forms, access several types of property information, pay your property taxes, and find out where to vote.** These are just a few of the conveniences offered on our website. You can also view the Board of Supervisors' regular Tuesday meetings live, or view a previous meeting in the archives. Additional offerings will be provided on the website in the near future.



Overview of Community Goals

The County's Mission Statement incorporates the five broad community goals, which include Healthy Communities, Safe Communities, Sustainable Communities, Environmental Preservation, and Community Participation. Each goal is unique in its meaning, yet relates to the other goals. The five goals combined describe the vision of what County government is trying to achieve for our community.

The County has made progress in these goal areas, as indicated in this report, and **will continue to make strides toward improving the quality of life** for all members of the community.



"When my wife and I moved to Marin County five years ago, we never expected to find such a vibrant and resourceful library system. We use the libraries all of the time, and we just started taking our 2-year-old son to the toddler storytimes."

Joe Harvey,
San Rafael resident

"The Children's Oral Health Project provides dental screenings, teeth cleanings, x-rays and oral health education to hundreds of young children, the majority of whom have never seen a dentist."

Margaret Fisher,
Marin County Oral Health Project

Healthy communities are influenced by many factors in addition to the health care system, including social and physical environments and lifestyle choices. We therefore strive to promote progressive health policies, programs and practices that focus on prevention. We also provide cultural, recreational, and learning resources that have a positive impact on the overall quality of life of our communities. In addition to providing essential information, services and facilities, we are committed to engaging the community in establishing conditions that allow everyone to achieve an optimal level of health and well-being.

Our Commitment



A mobile mammography van was recently secured and is providing services to underserved women.

Improve Community Access to Health Services

Barriers to health services may be related to a lack of adequate health care coverage, under-utilized health care resources, or even unmet transportation needs. In collaboration with our private, non-profit and public partners, we are committed to creating a coordinated system of prevention and care. Our commitment is demonstrated by our efforts through the Children's Health Initiative, which is in response to the increasing number of uninsured and underinsured children in the county. Through this initiative, we have planned an expansion of the County's dental clinic.

Provide Community Enrichment through Cultural, Recreational and Learning Opportunities

Offering a variety of recreational, arts and cultural opportunities is important to the community's physical health and mental well-being. Throughout the year, the Marin Center offers a diverse array of performing artists, music and dance from around the world. Marin's parks and open space preserves provide a wide range of recreational activities such as hiking, skateboarding and bird watching. The 11 branches of the Marin County Free Library offer in-person services seven days a week and provide 24/7 online access to renew or request materials, ask a librarian a question, and search databases.

COMMUNITY SURVEY RESULT

A top area identified for improvement by respondents in the County's 2005 community survey is the provision of **health services to low income residents**.



South Novato library branch

Promote Healthy Lifestyles for County Residents

We promote healthy lifestyles through policies, programs and practices that prevent and reduce risky behaviors such as tobacco use, alcohol abuse, poor eating habits and physical inactivity. We have formed many collaborative partnerships around substance abuse prevention, healthful eating and active lifestyles. For example, the Play Fair collaborative, which became the title sponsor of the County Fair last year, is designed to improve the well-being of the community by sharing with them a variety of innovative ways to make healthy choices. To help instill healthful eating habits early on, the County is working with local schools on the development of school wellness policies.



Swimming pool at McNear's Beach County Park

Highlights of Our Results

Reducing the Use of Alcohol, Drugs and Tobacco

We are working with youth, schools, law enforcement and community coalitions to promote policies and practices that reduce youth access to alcohol and tobacco. We recently implemented a comprehensive Responsible Beverage Service (RBS) program, which includes free alcohol server training, assistance to businesses in developing RBS policies, and enforcement of existing alcohol laws. In addition to serving as a national and international model for our progressive tobacco-free environments, **we recently received over \$2.5 million in grant funds to implement alcohol and other drug prevention and treatment programs.**

Increasing Dental Services to Underserved Populations

Tooth decay is a serious childhood health condition that disproportionately affects underserved populations. In



recognition of this problem, three new satellite clinics in public elementary schools are providing preventive and restorative care to children. Our dental clinic in San Rafael, which **had over 10,000 patient visits**

last year, provides direct dental services to low-income children, adolescents and adults in Marin County.

Encouraging Healthy Lifestyles

Healthy lifestyle habits, such as making healthful food choices and engaging in regular physical activity, are important at every stage in life. Since 2004, our Nutrition Wellness Program has reached 150,000 people through promotional events and marketing efforts to encourage healthy lifestyles. The program formed the Marin Physical Activity Nutrition Wellness Collaborative, and in a joint effort with our schools and other community partners, we are working toward developing school wellness policies. In the past year, we have provided four school wellness workshops and trainings. We are also a member of *MarinOnTheMove* (www.marinonthemove.org), a partnership whose mission is to make it easy for all Marin residents to be physically active.



Marin County Fair

Offering Events at the Marin Center

The Marin Center is the county's major performing arts, event and conference facility. You can find an updated calendar of events at www.marincenter.org. **Over 600,000 people attend the year-round calendar of events**, which includes the award-winning County Fair over the July 4th weekend. The fair recently celebrated its 60th anniversary with a 9% boost in attendance over the previous year, with a total of 118,000 fair-goers. Information about the fair can be found at www.marinfair.org.

Enhancing Your Park Facilities

We are committed to **keeping our 64 park sites and landscape areas attractive and user-friendly for an estimated 2.5 million visitors** each year. Our efforts to encourage healthy lifestyles include providing at least one ranger-led activity in each park during the summer months. We recently opened an award-winning skatepark at McInnis Park that will have an estimated 40,000 users annually.

Providing Library Services

In addition to the in-person service offered by our 11 branches located throughout the county, library services are online at www.co.marin.ca.us/library. **Over the past year, we had 450,759 visits to the library's website, and patrons conducted 88,810 database searches** and eBook downloads. We also delivered materials to the homebound and geographically isolated communities through the Library Beyond Walls Program and the Books on Wheels program, which works in conjunction with the Whistlestop's Meals on Wheels program.

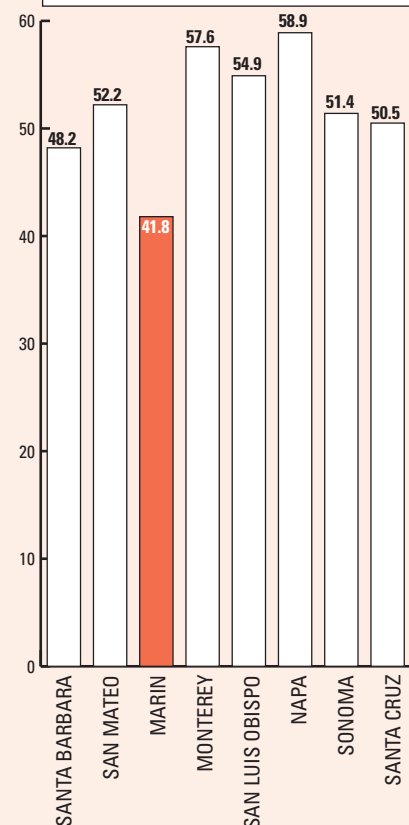
DID YOU KNOW?

While **Marin has a comparatively low overweight/obesity rate, a troublesome upward trend has been identified in recent years.** Collaborative efforts such as the Healthy Marin Partnership are designed to help us achieve a lower rate in the future.

Overweight/Obesity Rate in Adults

In 2003, 41.8% of Marin County adults reported a Body Mass Index (BMI) of 25 or greater, which is considered overweight or obese.

Source: California Health Interview Survey (CHIS), 2003



“What they’re doing is protecting my home, my family, and other homes and families in the community. I can’t think of anything that’s more important.”

Douglas Rosenberg,
resident of
Kent Woodlands

“The County is committed to community justice using restorative principles. Through this approach, our goal is to find lasting solutions to public safety by working with communities to heal the harm done to victims and to help offenders find positive, productive ways to re-establish themselves in their communities.”

Joseph Spaeth,
Marin County
Public Defender

A safe community is one of the most basic and important priorities of local government. Safe communities allow people to achieve a higher quality of life. We are committed to ensuring community safety through law enforcement and crime prevention, and we effectively address issues through our justice system. Our efforts in emergency preparedness demonstrate our commitment to keep the community safe.

Our Commitment

Ensure Community Safety through Effective Law Enforcement and Crime Prevention



Providing law enforcement and crime prevention services is one of the core functions of local government. The Sheriff's Office is responsible for these services in the unincorporated areas of the county, which include 87% of the county's land area.

Our crime prevention efforts include holding community workshops and developing and supporting programs for children, such as fingerprinting as part of "Operation Child Identification" and the Camp Chance summer camp for at-risk youth. By collaborating with other law enforcement agencies and the community, we can ensure the county remains a safe place.

Promote a Fair Justice System through Community Justice Programs

We strongly believe in promoting a fair justice system for all residents. A fair justice system not only provides fairness in court, but also addresses the root causes of crime, reduces repeat crimes by offenders, and restores victims' rights through community justice programs. Our commitment includes continuing to support the successful Mental Health



Court and the Adult and Juvenile Drug Courts, increasing the number of victim services centers throughout the county, and developing a strategic plan to promote restorative justice practices in the community.

COMMUNITY SURVEY RESULT

Respondents to the County's 2005 community survey strongly communicated that firefighting and fire prevention are their **number one priority** in receiving County services.



Reduce the Risk of Wildfires in Partnership with Our Community

The risk of wildfires near homes and businesses represents one of our most significant safety risks. We are committed to reducing this risk through implementing a community

wildfire protection plan. Working in partnership with the community, the plan prescribes ridge top fuelbreaks, roadside vegetation clearing to improve access, management of fire-prone trees such as eucalyptus, building and defensible space standards on new construction, and community education.

Provide Effective Emergency Preparedness and Response

We serve a lead role in preparing and coordinating the response to emergency situations throughout Marin County. With the assistance of other local agencies and federal Homeland Security funding, we are preparing the community for emergencies and disaster situations. In addition, we provide high-quality emergency paramedic services throughout the unincorporated areas of the county and are planning a new public safety building that will house critical County emergency response services in a seismically-safe building.



Urban Search and Rescue training exercise

Highlights of Our Results

Managing Vegetation to Reduce the Risk of Wildfires

Our vegetation management efforts are designed to reduce the level of hazardous fuels to minimize wildfire risk and protect homes. **We've reduced vegetation and brush from nearly 300 acres of land over the last several years**, which is one of the initial steps in building a 40-mile fuel break from Sausalito to Lagunitas. We've also worked closely with residents by conducting over 1,500 defensible space/vegetation management inspections annually.



Clearing vegetation along Indian Fire Road

Providing Law Enforcement and Crime Prevention

The Sheriff's Office serves as the lead law enforcement agency in Marin County, answering nearly 32,000 calls for service last year. Over the past year, we've expanded our enforcement efforts by increasing our presence in county schools and increasing special services like K-9 units and special response teams. In addition, we work with the City of San Rafael, the YMCA, and other groups to put on the annual Camp Chance summer camp for at-risk middle school students, which included 12 students from Marin City in 2005. Our efforts have paid off: over the past two years, **the total number of crimes in the unincorporated areas of the county has dropped from 1,792 in 2002 to 1,576 in 2004, a reduction of 12%.**



Deputy Dan Merritt with Verona, an explosive-sniffing dog



Offering Community Justice Alternatives

Community justice alternatives have achieved positive results for both children and adults. For example, **youth enrolled in Drug Court were 42% less likely to be arrested for a crime, 81% less likely to violate their probation, and 127% less likely to test positive for drug use**, as compared to those who did not participate. Other results, including fewer repeat crimes by participants in the Mental Health Court, save taxpayer dollars and offer new hope to offenders.

Preparing and Responding to All Types of Emergencies

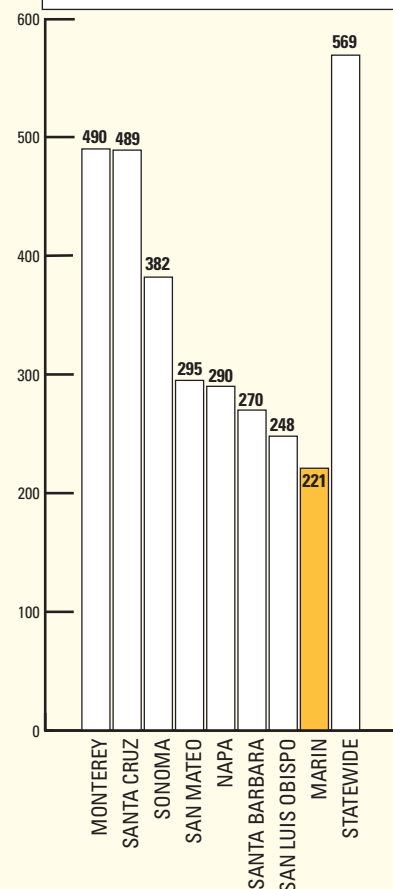
We are proactively providing the front line of service to prepare for and respond to any emergency situation within the county. Our Office of Emergency Services (www.co.marin.ca.us/disaster) provides emergency management services throughout the county, including extensive training and public outreach to promote community preparedness. For example, we coordinated the emergency response to the recent New Year's flood. Another example of our emergency preparedness efforts is the County's Urban Search and Rescue Team, which is made up of staff from several agencies and assists in the safe rescue of survivors of significant disasters. A recent success is the creation of a Disaster Medical Volunteer Program, **where nearly 300 volunteer medical professionals are ready to assist the community in responding to a large-scale local emergency.**

DID YOU KNOW?

Marin County is one of the safest counties in the state. In 2003, we had the lowest number of violent crimes per 100,000 population compared to seven comparable counties in the state. This was the third consecutive year with the lowest rate when compared with these counties.

Violent Crime Rate

Source: California Department of Justice



safe communities

“Marin County is a very progressive county and I want to thank them for initiating the Green Business program. This is very important and I am very happy to be part of it.”

Debra Amerson, owner, Debra Amerson Design, 100th Certified Green Business

“The County’s Sustainability Team has developed groundbreaking and award-winning programs, including green building, green business, energy efficiency, climate protection and solar initiatives. These programs are not just good for the planet – in less than five years, the direct energy savings from the programs will total over \$1.2 million.”

Dawn Weisz, planner and coordinator of the County’s Sustainability Team

Sustainability is one of the core themes that guide our decisions and policies. Within the context of our Countywide Plan, sustainability means adapting our built environment and socio-economic activities with natural systems to meet present and future needs. Transportation, affordable housing and energy use, along with collaboration with public/private organizations, are important elements of our commitment to ensuring sustainable communities throughout Marin.

Our Commitment

Reduce Traffic Congestion by Providing Transportation Choices

Traffic congestion is a challenge facing all of us in Marin County and impacts our quality of life. To reduce congestion, we are committed to working with cities and



Mill Valley-Sausalito bicycle/pedestrian path

other organizations to make walking, biking, or taking mass transit a viable alternative to driving. This commitment includes providing high-quality transit services, such as the Whistlestop Wheels shuttle for disabled and elderly passengers, the West Marin Stagecoach, the Ride & Roll high school student fare program, and the new Muir Woods summer shuttle. We also want to expand our network of bikeways and sidewalks to have 20% of trips within the county made by walking or bicycling by 2020.

COMMUNITY SURVEY RESULT

Traffic congestion was the biggest identified problem facing the County, as indicated by respondents to the County’s 2005 community survey.

Support Affordable Housing Opportunities

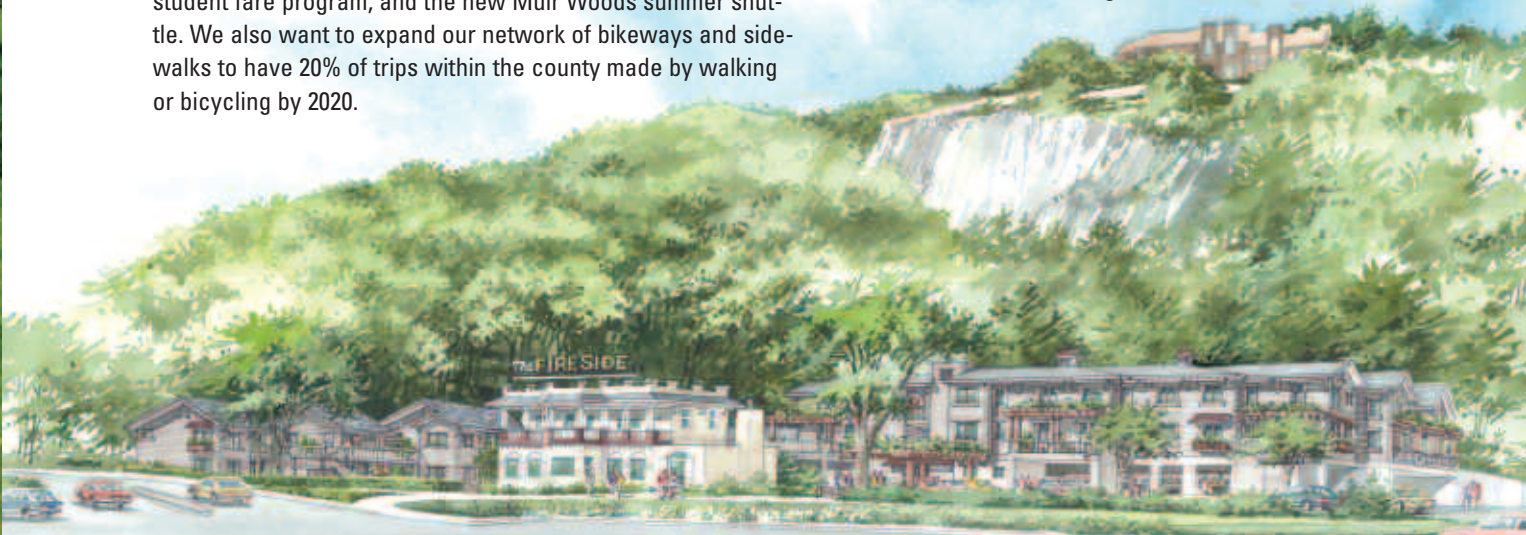
Inadequacy of affordable housing continues to be a significant issue for Marin County and the entire Bay Area. The percent of households who can afford the median priced house in Marin County as of October 2005 is 12%, compared to the statewide average of 15%. We are committed to working with other community partners to support development of affordable housing within our community, including working with community groups to create affordable housing units, offering a first-time homebuyer program, and funding at least 50 affordable housing units annually.

Promote Efficient Resource and Energy Use

Efficient resource and energy use is an important issue for all of California, especially in the last few years. Marin County plays a strong role in promoting efficient resource and energy use for ourselves and for the community. We are committed to continuing our leadership in renewable energy by expanding the number of “green” businesses in Marin County, building more solar panels on county facilities, and increasing the number of vehicles using alternative fuels in our fleet.

Encourage Collaboration with Public/Private Organizations

Achieving our goal of Sustainable Communities is not something the County can do alone. We actively collaborate with a variety of public/private organizations, including environmental groups, cities and towns, and community organizations such as the Marin Community Foundation. In addition, we work with business and community groups to promote sustainable businesses in “targeted industries,” such as financial services, multimedia, and agriculture.



The conversion of the Fireside Motel in Mill Valley to an affordable housing development

Highlights of Our Results

Encouraging Bicycling and Walking as an Alternative to Driving



Marin County is a national leader in building a healthy and safe bicycle and pedestrian program. Our "Safe Routes to Schools" program is a model in promoting children's abilities to safely walk,

bicycle, carpool, or take transit to school. Over 30 schools now participate in the program and the number of children biking or walking to school has increased for four consecutive years, with biking and walking trips now comprising one-third of all school trips. In addition, **Marin was one of only four communities nationwide to receive \$25 million in federal funding to develop a bicycle and pedestrian network** to directly connect schools, businesses, residences, parks, transit stations, and other community areas.

Promoting Mass Transit Throughout Marin County

The Marin County Transit District provides countywide transit services through an agreement with Golden Gate Transit. **Approximately 2.2 million passenger-trips were provided last year by Golden Gate Transit on 20 local bus routes, a ridership increase of 22% from 2002-2003.** Ridership has also increased on our Whistlestop Wheels shuttle, rising from 77,000 in 2002-2003 to 81,471 last year (a 5% increase). In addition, over 5,000 people rode on the new Muir Woods summer shuttle, which began weekend and holiday service this year. Funding from Measure A, the county's half-cent sales tax approved by voters in November 2004, will provide needed funds to improve our local transit system and develop additional carpool lanes on Highway 101.



Promoting Mixed-Income Affordable Housing

Our commitment to affordable housing is demonstrated by our work in helping obtain \$3 million in funding for affordable housing development in recent years. **Working with other cities, towns, and community partners, we've funded the construction of over 230 affordable housing units over the past three years** across the county, including Mill Valley, Point Reyes Station, and Marinwood. We've also created a website at www.marinhousinghelp.org to provide information about affordable housing opportunities in the county.

Encouraging "Green" Building and Businesses

Since 2001, we have worked with residents and businesses to promote and share environmentally-sound practices, such as reducing energy use, diverting waste through recycling, and conserving water. Our staff has held workshops to help businesses and residents build energy-efficient structures and use "green" building materials. Our commitment to "green" business practices is demonstrated by certifying 105 green businesses in Marin County in only three years, which amounts to 20% of all the certified green



businesses in the entire Bay Area. In addition, we are working to achieve key performance standards as part of the LEED (Leadership in Energy and Environmental Design) program for our County facilities.

Making Solar Power a Reality

The county has been a leader in demonstrating how to make solar power a reality for residents and businesses. **Our solar energy program recently received an award from the U.S. Department of Energy for solar energy progress in the western region.** Our program provides free technical assistance and

resources, as well as offers rebates for solar electric systems and solar water heaters. We also installed solar panels in 2004 that provide energy to run the County garage. These solar panels often produce more electricity than the garage requires. Excess energy is



sold back to the power grid, saving taxpayers over \$20,000 annually.

Demonstrating the Promise of Alternative Fuels

Alternative fuels for vehicles are an important component of sustainability. To save energy and fuel, we have replaced old vehicles with more energy-efficient hybrid vehicles. **The results of purchasing these hybrids have been improved fuel efficiency and 30% lower operating costs than conventional vehicles.** We're also testing the use of biodiesel vehicles and intend to increase the use of biodiesel in future years.

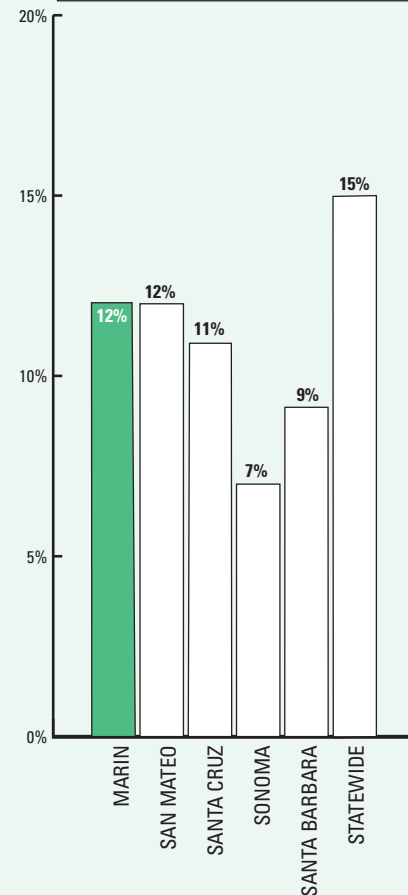
DID YOU KNOW?

The County worked with Citizens Housing Corporation, a non-profit housing developer, to convert Fireside Motel in Mill Valley to 50 affordable housing units for Marin residents. The housing units are adjacent to Highway 101. Sustainable building materials will be used in constructing the development.

Housing Affordability Index

In October 2005, 12% of Marin County households could afford a median-priced home.

Source: California Association of Realtors



"The Marin Organic Certified Agriculture program has given me the support and confidence to farm organically. I have received great personal satisfaction by knowing everything we do is furthering our protection of the Earth and respecting and preserving our natural resources."

Margaret Koski-Kent,
head gardener at
McEvoy Ranch

"The community has given us the responsibility to protect and maintain our priceless natural resources. Every decision we make is primarily focused upon that goal."

Mischoon Martin,
Open Space District
resource ecologist

Marin County is known for its beautiful natural environment and agricultural heritage. Our county possesses abundant environmental and agricultural resources rich in beauty and diversity. Protecting these resources for all generations is one of our highest responsibilities to the community.

COMMUNITY SURVEY RESULT

The **top reason** for living in Marin County is the natural beauty and good environment, according to respondents in the 2005 community survey.



Mike Gale of Gale Ranch in West Marin



Support and Promote the County's Agricultural Heritage

Marin's farms and ranches have been a part of its diverse landscape since the mid-1800s. Our farmers and ranchers produce a variety of food products, including dairy products, livestock, fruits, and vegetables. We work closely with the Marin

Agricultural Land Trust (MALT), agricultural producers and others to support this vital industry, particularly in promoting sustainable practices through training, technical assistance, and certification programs.

Our Commitment

Maintain and Enhance Open Space



Nearly 75% of the county land area is protected from development. County government has played an active role in this preservation through the creation of an Open Space District. Our commitment to maintaining and enhancing open space

includes reducing fire danger, reclaiming habitat of native species, and reducing populations of non-native species to improve the health of our open space areas.



Protect the Natural Environment

Surrounded on three sides by water, Marin's pristine natural environment is known throughout the world. We share an important responsibility with other community partners in protecting this natural environment by preserving the land and keeping our air and water resources clean. In recognition of this responsibility, our commitment includes restoring fish passages in local creeks and rivers and diverting waste from landfills through innovative recycling programs.



Coho salmon spawning

Highlights of Our Results

Building a Legacy of Open Space Protection

Since 1972, the Marin County Open Space District has preserved 14,000 acres of land surrounding the bay and our nearby hillsides. Last year, we acquired nearly 50 acres of new open space and added five miles of trail easements.

Recognizing the importance of education, we provided 115 free, naturalist-guided interpretive walks on open space lands to 1,800 participants last year. We also removed 36 tons of pampas grass from the Ring Mountain Open Space Preserve to reclaim habitat for the Tiburon Mariposa Lily, a plant that exists only here in Marin County.



Prince Charles and Camilla, Duchess of Cornwall, at the Pt. Reyes Station farmers' market

Growing an Organic Future

We play an active role in assisting the county's agricultural industry, which accounts for half of the county's land area and contributes \$50 million annually to the local economy. **Marin County was one of the first counties in California to develop a program to provide organic certification at a local level.**

We currently have 35 certified organic farms in the county totaling over 11,000 acres, compared with only 357 acres of organic farms in 2000. The county's nationally renowned farmers' markets feature many locally grown organic products. In addition, we've recently developed a "Grown in Marin" website (www.growninmarin.org) to communicate information about agriculture within the county.



Open space trail in Lucas Valley

Promoting Recycling and Waste Diversion

We work together with each city and town in the county to promote recycling and waste reduction. Recently offered services include "MarinMax" (www.marinmax.org), an online marketplace where people can exchange reusable items, and Waste Tire recycling events which recycled over 4,000 tires last year. As a result of our achievements, **we received the "Resources for the Future Award" from the California Integrated Waste Management Board.**

Protecting Water Quality



We have taken many steps in protecting our water quality in local streams and rivers. Our accomplishments include **restoring fish passages in Bates Canyon and Woodacre, restoring wetlands and marshes along Richardson Bay, and offering free septic evaluation** and technical assistance to improve water quality in Tomales Bay.

We have worked closely with the community on flood control and watershed efforts, which included conducting five creek restoration projects with local schools last year.

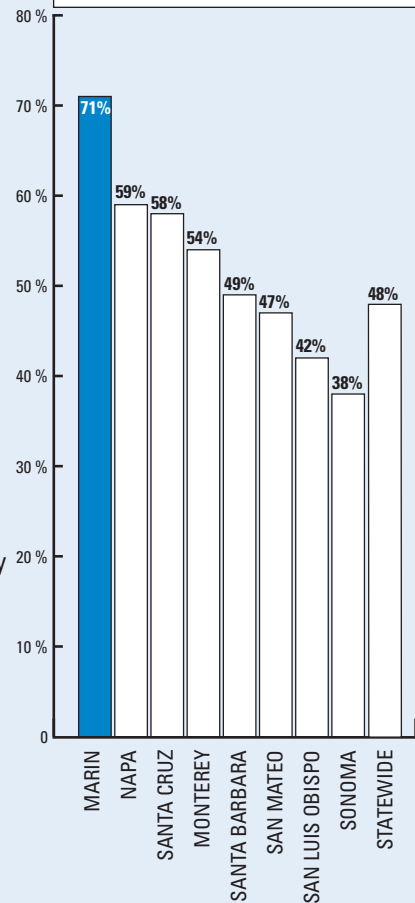
DID YOU KNOW?

According to the most recent statewide data from 2002, Marin County had a waste diversion rate of **71%**. **This was the highest diversion rate in California**, the third consecutive year we led the state.

Waste Diversion Rate

Waste diversion includes activities that reduce waste disposal, such as reduction, reuse, composting and recycling.

Source: Marin County Dept. of Public Works



"The Marin County Youth Commission's Youth VOTE project introduces the process of voting to students and gives adults and our peers the opportunity to see where we stand on local and national issues, and, more importantly, the very real issues facing youth in Marin County."

Daryn Weis, chair of the Marin County Youth Commission

"A number of helpful modifications have been made to the Civic Center to increase the ease of access for the disabled public as well as the County's disabled employees, of which I am one. These include an increased number of parking spaces, graded and marked ramps, more restroom stalls, and door-opening buttons."

Rebecca Jones-Torre, Deputy Public Defender

Community participation is essential to having a government that is reflective of democratic ideals. Active community members are a rich source of knowledge and energy, and they bring immeasurable benefits at many levels. There are numerous ways to become involved with the community – by voting, participating in volunteer activities and staying informed of current local events.

Our Commitment

Encourage an Informed and Engaged Community

We recognize that the voices, talents and contributions of the county's residents are important to the quality of our community. We are committed to encouraging involvement in civic processes by providing current information, creating opportunities for participation, and gathering information about community needs. A recent addition to our website is the live webcast of the Board



of Supervisors' regular Tuesday meetings at www.co.marin.ca.us/depts/bos.



Our Civic Center draws visitors from around the world

Improve Access to County Facilities and Services

Fostering an environment that welcomes and encourages engagement and participation of all individuals is important to us. We strive to provide accessible county facilities, including the Civic Center, park facilities, and libraries, for our employees and the public. Our ongoing efforts to reach this goal include making improvements to our facilities, and revising the County's Americans with Disabilities Act (ADA) transition plan in order to meet the highest achievable standard.

COMMUNITY SURVEY RESULT

86% of respondents to the County's 2005 community survey stated that they were *satisfied with the County's performance in conducting elections.*



Melvin Briones, Registrar's Office

Promote and Support Diversity

We recognize the importance of having diversity within our community. We are committed to supporting diversity through events such as Bi-National Health Week,



Youth Leadership Institute volunteers

held each October in San Rafael's Canal Area. We encourage diversity in the County's workforce through our attendance at Bay Area diversity job fairs. Through our affirmative

action mailing list, residents can receive regular updates on employment opportunities with the County.

Highlights of Our Results

Civic Center Volunteers Making a Difference



Marin County Commission on Aging

Since 1979, the county has benefited from thousands of volunteers donating many hours in service through the Civic Center Volunteers program. **More than \$7.3 million in services were delivered last year to visitors and residents of Marin through this program,** which offers opportunities for people of varying lifestyles, skills and time constraints.

For example, volunteers provide docent-led tours of the Civic Center, work with at-risk kids in Juvenile Hall, serve as "fire lookouts" during the fire season, and provide assistance to our libraries.

Providing an Informative and User-Friendly County Website

We recognize that on-line services are often the most convenient way for many residents to access the County.



We are continuously working to improve our website at www.co.marin.ca.us. **Currently, our site offers a variety of information and services, including the ability to view upcoming Marin Center events, make reservations at a County park, pay property taxes, or ask a reference librarian a question.**

Disability Access to County Services and Facilities

We have spent over **\$2 million** in the last few years in **ADA improvements to ensure that our County facilities and services are accessible to all members of the public.** Recent accessibility improvements include upgrades to the disabled parking lot on the Civic Center campus adjacent to the Superior Court, providing the disabled with safer parking facilities with improved visibility.



Volunteers at the Bi-National Week celebration in San Rafael

Civic Participation in Boards and Commissions

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. Commissions often carry out a variety of projects, as well. For example, every two years, the Youth Commission facilitates YouthVOTE, a mock election for high school students that engages them in civic participation. Open positions on commissions are posted on the County's website.

Encouraging Participation in Elections

In the 2004 Presidential election, Marin County had the highest rate of voter participation in California. We want to encourage residents to continue engaging in this civic responsibility. We recently expanded the Registrar's Office website with the addition of www.marinvotes.org, **which provides online services for each election, including polling place location look-up, voter registration and election results.** In 2006, we plan to install ADA-accessible voting machines at each of the 115 polling locations in Marin County.

Accessing Information About the County

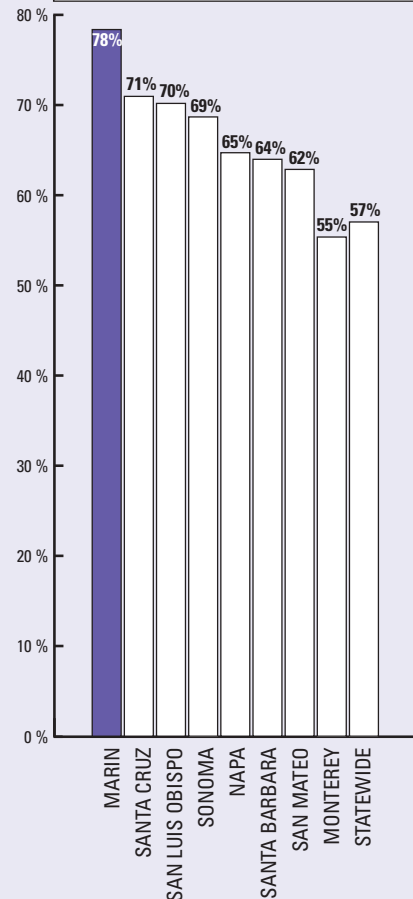
In addition to the online services offered on our website, we offer other ways to access information about the County. **Our General Information Line at (415) 499-7000 allows callers to connect with a department or the appropriate staff person.** When you visit the County facilities that provide in-person service, such as the libraries, Child Support Services, or Community Development, you will find that many also offer brochures and other informative publications on related items of interest.

DID YOU KNOW?

In the November 2004 Presidential election, Marin County had the highest voter turnout in the state. **Over 78% of Marin's eligible voters cast a ballot.**

Voter Turnout Rate

Source: California Secretary of State



community participation

Demonstrating *Financial Strength*

Marin County government is in strong financial shape. This is the result of carefully managing our budget to ensure that funding is available for both current and future community needs. We recognize that our dollars are the community's dollars and should be managed carefully. We are committed to responsible financial and organizational management that provides cost-effective services that align with our priorities.

County Budget

The California State Constitution requires that all public agencies adopt an annual balanced budget. The Marin County Board of Supervisors is responsible for the adoption of the County's annual budget, which is developed by the County Administrator's Office and County departments. The budget is a **comprehensive financial plan to accomplish the County's work plan** for the coming year.

For FY 2005-06, the total County budget is \$389.7 million. This budget is divided among the County's 23 departments in six service areas, with **over 50% of the budget dedicated to**



health and human services that ensure an important "safety net" for many residents and public safety programs that help keep our communities safe. The chart below right indicates the distribution of the budget among the County's five services areas. Funding for County government comes primarily from federal and state government and local tax revenues. The chart at the bottom of the next page indicates these and other sources of funding for County government.

The County is responsible for collecting and distributing property taxes throughout the County. We receive 18 cents out of every \$1 in property tax revenue, while 82 cents is distributed to schools, special districts, cities, and redevelopment agencies across Marin County.

We are proud of the County's fiscal stability and overall excellence of County services. Over the past two years, the Board of Supervisors has made budget decisions that have saved Marin's taxpayers millions of dollars, including the elimination of 50 vacant positions.

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COMMUNITY SURVEY RESULT

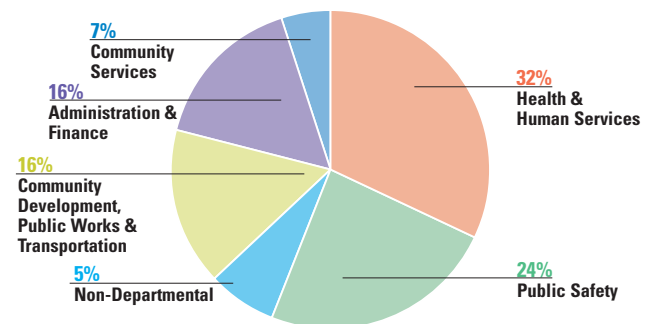
Nearly 80% of respondents in the 2005 community survey rated our spending of taxpayer dollars as "excellent" or "good," or "fair."



Antonio Millian, Dept. of Public Works, pictured with a photo of Frank Lloyd Wright

Our strong financial position is demonstrated by several indicators, including:

- **Superior AAA bond rating**, which is the highest rating achievable for any city or county in the state and saves taxpayers money in lower interest costs
- **Low amount of long-term debt** from funding capital projects with grants, fees, reserves, or other one-time funding sources
- **Stable budget reserves** that help protect our services from budget uncertainties
- **Responsible financial policies** that help guide us in making prudent fiscal decisions in areas like managing debt, estimating revenues, and maintaining cost-effective services

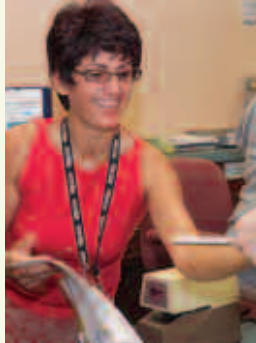


FY 2005-06 Total Budget: \$389.7 Million

Organizational Excellence

Managing for Results

Our financial position is the result of the entire County organization working together to demonstrate financial responsibility. This is just one example of **our commitment to a well-managed and accountable organization** that provides effective services. We've made great strides in developing a model organization by identifying our priorities and measuring how well we do. Our new ERP (Enterprise Resource Planning) system will help us by providing key data about our services. Through these efforts, **we will continuously improve our services and communicate our results to the community.**



Robert Turner, September 2005 employee of the month



Robert Turner, September 2005 employee of the month

Providing Effective Communication

We've taken steps to obtain community feedback and communicate our priorities and accomplishments to residents, businesses, and others throughout the county. **Our website (www.co.marin.ca.us) is a great way to find out where to access our services, find out what's before the Board of Supervisors, or simply learn more about our community.** Through the website, subscription services are available for the public to receive key information via email. In addition, we recently conducted our first-ever community survey and gathered valuable information about how the community views County services.



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Attracting and Retaining High-Quality Employees

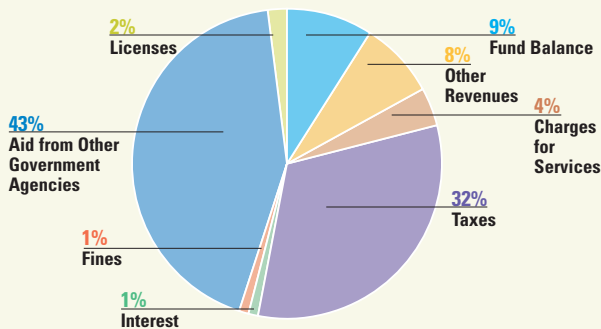
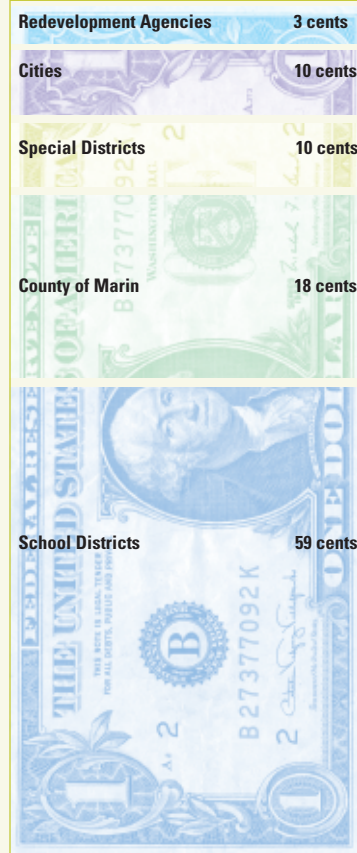
Our goal is to attract and retain high-quality employees to provide excellent customer service and open communication in every interaction we have with our customers, be it at a public meeting or department service counter. Our efforts to become the "employer of choice" are both extensive and rigorous to ensure we find the best employees to serve the community. Over the past few years, **we've increased the number and type of training sessions offered for all levels of employees** to improve knowledge and skills on the job. Our "Employee of the Month" program also provides important public recognition of employee achievements.

Ensuring Excellent Customer Service

We strive to be responsive, knowledgeable, accountable, and respectful in every interaction we have with the public. Over 500 County employees have been trained in effective customer service and customer service programs have been launched in several departments. In addition, **a general information phone number (499-7000) was created to provide a single point of access about Marin County services.** These efforts have paid off: three-quarters of respondents in our 2005 community survey rated the County's customer service as "good" or "excellent."

DID YOU KNOW?

The County receives 18 cents out of every \$1 in property tax revenue, while 82 cents is distributed to schools, special districts, cities and redevelopment agencies.



FY 2005-06 Total Sources of County Funding: \$389.7 Million

financial excellence

The following is a list of key contact information for County departments and services. Examples of services and activities within departments are listed to provide basic information about each department. Please note that these examples are not intended to be an all-inclusive list of the department's services and activities. 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

Calendar of Events
www.co.marin.ca.us/sysapps/calendar

Services and Information Index
www.co.marin.ca.us/services

Job Postings List
www.co.marin.ca.us/jobs

Boards & Commissions
www.co.marin.ca.us/depts/bs/main/brds_comm.cfm

Volunteer Job Openings
www.co.marin.ca.us/depts/vt

Administration and Finance

Assessor-Recorder
(Property Assessments and Recording of Deeds and Records)
499-7215
www.co.marin.ca.us/ar

Auditor-Controller
(Audits, Property Tax, Special Districts)
499-6154
www.co.marin.ca.us/auditor

Board of Supervisors
(Governing Board of Marin County Government)
499-7331
www.co.marin.ca.us/bos

County Administrator's Office
(County Budget, Interdepartmental Coordination, Intergovernmental Relations, Risk Management)
499-6358
www.co.marin.ca.us/cao

County Clerk
(Marriage Licenses, Fictitious Business Names, Passports, Death Certificates)
499-6415
www.co.marin.ca.us/clerk

Registrar of Voters
(Elections)
499-6456
www.co.marin.ca.us/elections

Treasurer-Tax Collector
(Tax Collection, Central Collections, Public Administrator)
499-6146
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

Public Works
(Flood Control, Road Maintenance, Stormwater Pollution Prevention, Americans with Disabilities Act Coordination, Traffic Operations, County Transit District)
499-6528
www.co.marin.ca.us/pw

Community Services

Agricultural Weights & Measures
(Integrated Pest Management, Weights and Measures,
Organic Food Production, Sudden Oak Death)

499-6700

www.co.marin.ca.us/agriculture

Cultural and Visitor Services
(Marin Center, Box Office, County Fair, Civic Center Tours)

499-6400

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

Marin County Free Library
(Library Branches, Special Collections)

499-6051

www.co.marin.ca.us/library

Marin County Parks and Open Space
(Regional and Community Park Facilities, Open Space District)

499-6387

www.co.marin.ca.us/pos

Health and Human Services

Planning and Administration Division
(Administration of Health and Human Services Programs and
Activities)

499-3696

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

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

Social Services Division
(Employment and Training, Food Stamps, Medi-Cal,
Child Welfare Services, Veterans Services)

499-6970

www.co.marin.ca.us/ss

Public Safety

Child Support Services
(Enforcement and Collection of Child Support Orders)

507-4068

www.co.marin.ca.us/cs

Coroner
(Investigation of Sudden and Unexpected Deaths within County)

499-6043

www.co.marin.ca.us/coroner

District Attorney
(Prosecution, Consumer Protection, Victim-Witness Services)

499-6450

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

Probation
(Juvenile Hall, Adult and Juvenile Probation Services)

499-6705

www.co.marin.ca.us/probation

Office of Emergency Services
(Hazard Identification and Mitigation, Crisis Communications)

499-6584

www.co.marin.ca.us/disaster

Public Defender
(Legal Services for Indigent Clients)

499-6321

www.co.marin.ca.us/pd

Sheriff's Office
(Patrol, Communications, Court Security, Investigations)

499-7250

www.co.marin.ca.us/sheriff

Acknowledgments

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Photography Credits

Cris Benton: *Marin County Fair*, page 7

Brad Black: *Marin County Civic Center*, page 5 (bottom)

Joe Burull and Jerry Downs: (www.joeburull.com) *Childrens Dental Health*, *Bi-National Week Volunteers*, *Cyclists*, Front Cover; *Board of Supervisors' Portraits*, page 2; *Board of Supervisors Meeting*, page 3; *Marin Civic Center Dome and Pool*, page 4 (vertical); *Redwoods*, page 6 (vertical); *Childrens Oral Health*, page 7; *Healthy School Lunches*, page 7; *Deputy Dan Merrit with Verona*, page 9; *Open Space*, page 10 (vertical); *Commuter Cyclist*, page 11; *What's Your Solar Potential*, page 11; *Open Space*, page 12 (vertical); *Woman at Microphone*, page 14; *Civic Center Visitors*, page 14; *Melvin Briones*, page 14; *Disability Access to County Services*, page 15; *Volunteers at the Bi-National Week Celebration*, page 15; *Nicki Azarbaksh*, page 16; *Antonio Millian*, page 16; *Robert Turner*, page 17; *Managing for Results*, page 17; *Providing Effective Communication*, page 17

Russ Eddy: *Prince Charles and Camilla, Duchess of Cornwall*, page 13

www.Dan Heller.com: *Lucas Valley Hills*, Front Cover; *California Poppies*, Front Cover (vertical);

Lucas Valley Hills, Inside Front & Back Covers; *Ring Mountain*, page 2 (vertical); *Marin County Civic Center*, page 5 (top); *Open Space Trail Lucas Valley*, page 13; *Tennessee Valley Flowers*, page 14 (vertical); *Flowery Hillside*, page 16 (vertical); *Marin County Civic Center*, page 18 (vertical)

Janice Hughes: *Court*, page 8

Dan McMahon: *South Novato Library Branch*, page 6

Steve Quirt: *Mike Gale of Gale Ranch in West Marin*, page 12

John W. Roberts: *Mammography Van*, page 6; *Open Space and MALT Signs*, page 12

Rick Rocamora: *Safe Routes to School Crosswalk*, page 11

Rob Ruiz: *Swimming Pool at McNear's Beach County Park*, page 6

Parks and Open Space staff: *Mill Valley-Sausalito Bicycle/Pedestrian path*, page 10; *Litter Removal*, page 13; *Pastoral Setting with Horses*, page 13

Peter Worsley: *Produce*, page 12

Reuven Walder: *Coho Salmon Spawning*, page 12

Marianne York: *Aging Commission*, page 15

A special thanks to our Marin community, County of Marin employees, and to all who contributed to the development of this report.



