

- A**
- Administration and Finance
    - Assessor-Recorder 150
    - Auditor-Controller 158
    - Board of Supervisors 138
    - County Administrator's Office 142
    - County Counsel 166
    - Human Resources 172
    - Information Technology and Services 184
    - Retirement 182
    - Treasurer-Tax Collector, Treasurer-Tax Collector 194
  - Adult / Older Adult Mental Health Services 56
  - Adult Drug Court 67, 95, 117, 126
  - Adult Probation Services 107
  - Adult Social Services 68
  - Affordable Housing 210
  - Agriculture, Weights and Measures 234
    - Accomplishments 236
    - Agriculture 237
    - Department Overview 235
    - Goals and Initiatives 236
    - Overview of Programs 237
    - Performance Measures 239
    - Weights and Measures 238
  - Alcohol and Other Drug Advisory Board 280
  - Alcohol, Drug and Tobacco Programs 66
  - Alternative Defender Contract 277
  - Americans with Disabilities Act (ADA) 3, 220, 221, 222, 266
  - Animal Control 147
  - Anne T. Kent California Room 265
  - Assessment Appeals Board 281
  - Assessor-Recorder 150
    - Accomplishments 151
    - Administration 153
    - Department Overview 151
    - Goals and Initiatives 152
    - Overview of Programs 153
    - Performance Measures 155
    - Property Assessment 154
    - Recorder 154
  - Audit Advisory Board 162
  - Auditor-Controller 158
    - Accomplishments 159
    - Administration 161
    - Audits 162
    - Department Overview 159
    - Financial Services 161
    - Goals and Initiatives 159
    - Overview of Programs 160
    - Performance Measures 162
  - Aviation Commission 282
- B**
- Board of Supervisors 28, 138
    - Accomplishments 139
    - Board of Supervisors 140
    - Clerk of the Board 140
    - Department Overview 139
    - Goals and Initiatives 139
    - Overview of Programs 140
  - Boards and Commissions 30, 279
  - Bolinas Lagoon Technical Advisory Committee 283
  - Bookmobile 268
  - Brown Act 140
  - Budget Adjustments 5
  - Budget Considerations 33
  - Budget Message 1
  - Budget Priorities 4
  - Budget Process 30
  - Building and Safety 212
  - Building Board Of Appeals 284
- C**
- CalWORKs 68, 69
  - Capital Projects 276
  - Child Abuse Treatment (CHAT) 94
  - Child Care Commission 284
  - Child Support Services 82
    - Accomplishments 83
    - Department Overview 83
    - Enhanced Court Collections 85
    - Goals and Initiatives 83
    - Overview of Programs 84
    - Performance Measures 85
  - Children's Library Services 268
  - Children's Health Initiative 71
  - Children's Health Services 64
  - Children's Social Services 68
  - Civic Center Volunteers (CCV) 178
  - Classification and Compensation 176
  - Code Enforcement 210
  - Collaborative Justice
    - District Attorney 95
    - Probation 111
    - Public Defender 117
    - Sheriff 126
  - Commission on Aging 285
  - Communicable Disease and Public Health Lab 62
  - Community Development Agency
    - Accomplishments 205
    - Administration 208
    - Affordable Housing 210
    - Code Enforcement 210
    - Community Planning 209
    - Consumer Protection 213
    - Current Planning 208
    - Department Overview 205
    - East Shore Wastewater Debt Service 213
    - East Shore Wastewater Maintenance 213
    - Environmental Health Services Administration 213

- Environmental Health Services Land Use 211
  - Environmental Planning 208
  - Federal Grants 212
  - Geographic Information Systems 209
  - Goals and Initiatives 206
  - Overview of Programs 207
  - Performance Measures 214
  - Richardsons Bay Regional Agency 212
  - Solid Waste and Hazardous Materials Response 211
  - Sustainability 210
  - Community Development AgencyBuilding and Safety 212
  - Community Development and Public Works
    - Community Development Agency 204
    - Department of Public Works 218
  - Community Health and Prevention 65
  - Community Mental Health Services 56
  - Community Profile 15
  - Community Services
    - Agriculture, Weights and Measures 234
    - Cultural and Visitor Services 240
    - Farm Advisor 248
    - Marin County Free Library 264
    - Parks and Open Space 254
  - Comparison Counties 19
  - Conservation Easement Stewardship Initiative 256
  - Consumer Protection
    - Community Development Agency 213
    - District Attorney 94
  - Coroner 86
    - Accomplishments 87
    - Department Overview 87
    - Goals and Initiatives 87
    - Performance Measures 88
  - County Administrator 29
  - County Administrator's Office 142
    - Accomplishments 144
    - Animal Control 147
    - County Management and Budget 146
    - Department Overview 143
    - Facilities Planning and Development 147
    - FishNet 4C 147
    - Goals and Initiatives 144
    - Overview of Programs 146
    - Performance Measures 148
    - Risk Management 146
  - County Airport 226
  - County Budget 30
  - County Clerk 195
  - County Counsel 166
    - Accomplishments 167
    - Civil Grand Jury 169
    - County Counsel 168
    - Department Overview 167
    - Goals and Initiatives 168
    - Overview of Programs 168
  - Performance Measures 169
  - County Government 28
  - County Management and Budget 146
  - County Organizational Structure 29
  - County Overview 27
  - County Service Area 16 Advisory Board 286
  - County Service Area 18 Advisory Board 287
  - County Service Area 20 Advisory Board 288
  - County Service Area 33 Advisory Board 289
  - County Service Areas (CSAs) 139
  - County Strategic Plan 39
  - Countywide Goals and Objectives 41
  - Cultural and Visitor Services 240
    - Accomplishments 241
    - Department Overview 241
    - Goals and Initiatives 242
    - Marin Center 244
    - Overview of Programs 244
    - Performance Measures 246
    - Visitor Services 245
  - Cultural Services Commission 289
- D**
- Debt Management 33
  - Demographics 16
  - Dental Clinic 64
  - Department of Public Works
    - Accomplishments 220
    - Administration 222
    - Building Maintenance 222
    - Communications and Electronic Equipment Maintenance 223
    - County Airport (Gnoss Field) 226
    - County Garage, Vehicle Maintenance and Motor Pool 224
    - Department Overview 219
    - Engineering 223
    - Goals and Initiatives 220
    - Land Use and Water Resources 224
    - Overview of Programs 222
    - Performance Measures 227
    - Printing Services 225
    - Purchasing 224
    - Real Estate 225
    - Road Maintenance and Improvement 226
    - Transportation Planning and Traffic Operations 226
    - Waste Management 225
  - Detention Medical, Marin County Jail 64
  - Director of Finance 139, 144
  - Disability Access Appeals Board 291
  - Disaster and Citizen Corps Council 292
  - Distribution of County Funds 37
  - District Attorney 90
    - Accomplishments 91
    - Collaborative Justice 95
    - Consumer Protection 94

- Department Overview 91
- High Tech and Identity Theft Prosecution 95
- Overview of Programs 93
- Performance Measures 96
- Prosecution Services 93
- Victim / Witness Services 94
- Documentary Transfer Tax 152

**E**

- Early Learning with Families (ELF) 266
- East Shore Waste Water Improvement Project 206
- Economic Commission 293
- Economic Response Package 4
- Elections Office 195
- Electronic Medical Records 56
- Emergency Command Center (ECC) 101
- Emergency Medical Services 61
- Emergency Operations Facility 139, 144
- Emergency Radio Authority (MERA) 222
- Employee Benefits and Retiree Health Care 3
- Employee Payroll and Benefits 176
- Employee Relations 178
- Employers in Marin 19
- Employment Services 68
- Energy Authority Joint Powers Agreement 139
- Enhanced Court Collections 83, 85
- Environmental Health 211
- Epidemiology 60, 74
- Equal Employment and Diversity 178

**F**

- Family Violence Court 91, 93, 117
- Farm Advisor 248
  - Accomplishments 249
  - Department Overview 249
  - Goals and Initiatives 250
  - Performance Measures 251
- Farmers Market 243
- Farmers Market / Direct Marketing 236
- Fictitious Business Name (FBN) 196
- Financial Management and Guidelines 31
- Financial System Implementation 31
- Fire 98
  - Accomplishments 99
  - Administration 101
  - Department Overview 99
  - Emergency Medical Services 102
  - Fire Suppression 101
  - Goals and Initiatives 100
  - Overview of Programs 101
  - Performance Measures 102
- Fish and Game 277
- Fish and Wildlife Commission 294
- FishNet 4C 147
- Flood Control Zones (FCZs) 139

- Franchise Tax Board 85
- Frank Lloyd Wright 241
- Frank Lloyd Wright Civic Center Conservancy 295
- Frankly Speaking 178
- Fruit, Vegetable and Egg Quality Control 235

**G**

- Geographic Information Systems (GIS) 186, 209
- GIDEON 115, 117
- Glassy Winged Sharpshooter 237
- GovPay 122

**H**

- Hazardous and Solid Waste Management 296
- Health and Human Services 46
  - Accomplishments 47
  - Adult / Older Adult Mental Health Services 56
  - Adult Drug Court 67
  - Adult Social Services 68
  - Aging and Adult Services 59
  - Alcohol, Drug and Tobacco Services 66
  - Children's Health Services 64
  - Children's Social Services 68
  - Communicable Disease and Public Health Lab 62
  - Community Health and Prevention 65
  - Community Mental Health Services 56
  - Dental Clinic 64
  - Department Overview 47
  - Detention Medical 64
  - Division Summaries 51
  - Emergency Medical Services 61
  - Employment Services 68
  - Epidemiology 60
  - General Administration 55
  - Goals and Initiatives 49
  - HIV / AIDS 63
  - IHSS Provider Services 70
  - Medical Clinics 63
  - Mental Health Administration 56
  - Mental Health Managed Care 57
  - Nursing 62
  - Overview of Programs 54
  - Performance Measures 71
  - Planning and Administration 55
  - Proposition 36 67
  - Public Assistance Aid Payments 70
  - Public Assistance Eligibility 69
  - Public Guardian 58
  - Public Health Preparedness 61
  - Public Health Services 60
  - Social Services 68
  - STAR Program 58
  - Tobacco Education 67
  - Veterans' Services 70
  - Women, Infants and Children 66

# Index

Youth and Family Services 57  
Health and Wellness Campus 56, 220, 256  
Health Council 297  
Health Week 48  
Healthy Housing 73  
Hidden Bounty of Marin 249  
HIPAA and Compliance 56  
HIV / AIDS 63  
Homeless Policy Steering Group 48  
Human Resources 172  
    Accomplishments 173  
    Administration 175  
    Classification and Compensation 176  
    Department Overview 173  
    Employee Payroll and Benefits 176  
    Employee Relations 178  
    Equal Employment and Diversity 178  
    Goals and Initiatives 174  
    Labor Relations 177  
    MERIT 179  
    Organizational Training and Development 177  
    Overview of Programs 175  
    Performance Measures 179  
    Staffing and Recruitment Services 176  
    Volunteers and Employee Programs 178  
Human Rights Commission 298  
Hybrid Vehicle Retrofit Program 221

**I**  
IHSS Provider Services 70  
Information Services and Technology  
    Accomplishments 186  
    Administration 188  
    Department Overview 185  
    Goals and Initiatives 186  
    Joint Powers Authority Support Services 189  
    MERIT 190  
    Overview of Programs 187  
    Performance Measures 191  
    Systems and Applications 188  
    Technical Services 188  
    Telephone Services 189  
Integrated Pest Management (IPM) 256  
Integrated Pest Management Commission 300

**J**  
Jail 64  
Jail Alternative Programs 107  
Jeanette Prandi Children's Center 91  
Jeannette Prandi Children's Center 94  
JURIS 85  
Juvenile Drug Court 95, 117, 126  
Juvenile Hall 107  
Juvenile Justice Crime Prevention Act (JJCPA) 108  
Juvenile Services 107

**K**  
Kentfield Planning Advisory Board 301

**L**  
Labor Relations 177  
Land Use 211  
Lanterman-Petris Short Conservatorships 58, 168  
Law Library Board of Trustees 302  
Library 264  
Library Beyond Walls 268  
Library Commission 303  
Light Brown Apple Moth (LBAM) 235, 236, 237  
Lighting District 139  
Living Wage Ordinance 139, 144  
Long-Term Rebalancing 3

**M**  
Maddy Act 140  
Managing for Results 4, 39  
Marin Center Magazine 242  
Marin Center Renaissance 241  
Marin County Civic Center Café 242  
Marin County Free Library 264  
    Accomplishments 266  
    Administrative Services 267  
    Branch Operations 268  
    Department Overview 265  
    Facilities Management 269  
    Goals and Initiatives 266  
    Overview of Programs 267  
    Performance Measures 270  
    Technical Services 268  
Marin County Jail 121  
Marin County Office of Education 92, 94  
Marin Elder Abuse Prevention Project 48  
Marin Energy Authority 206  
Marin Healthcare District 139  
Marin Information and Data Access Systems (MIDAS) 190  
Marin Literacy Program 269  
Marin Organic Certified Agriculture (MOCA) 237  
Marin Women's Study 48  
MarinMAP 186  
Mediation Services 107, 111  
Medicaid 69  
Medi-Cal 48, 69  
Medical Clinics 63  
Mental Health Administration 56  
Mental Health Board 304  
Mental Health Managed Care 57  
Mental Health Services Act 56  
Mentally Ill Offender Crime Reduction (MIOCR) 108  
MERIT 31, 144, 159, 160, 162, 174, 179, 186, 190, 225

**N**  
National Organic Program (NOP) 237

- Non-Departmental 273
  - Alternative Defender Contract 277
  - Capital Projects 276
  - Fish and Game 277
- Non-Motorized Transportation Pilot Program (NTPP) 220, 223
- Nursery and Seed Inspection 236
- Nursing 62
- O**
- Office of Emergency Services 127
- Organization Training and Development 177
- P**
- Parks and Open Space 254
  - Accomplishments 256
  - Department Overview 255
  - Goals and Initiatives 256
  - Landscape Services 259
  - Open Space District 259
  - Overview of Programs 258
  - Park Facilities 258
  - Park Planning and Administration 258
  - Performance Measures 260
- Parks and Open Space Commission 305
- Peace Conversion Commission 307
- Performance Measures 42
  - Agriculture, Weights and Measures 239
  - Assessor-Recorder 155
  - Auditor-Controller 162
  - Child Support Services 85
  - Community Development Agency 214
  - Coroner 88
  - County Administrator's Office 148
  - County Counsel 169
  - Cultural and Visitor Services 246
  - Department of Public Works 227
  - District Attorney 96
  - Farm Advisor 251
  - Fire 102
  - Health and Human Services 71
  - Human Resources 179
  - Information Technology and Services 191
  - Marin County Free Library 270
  - Parks and Open Space 260
  - Probation 112
  - Public Defender 118
  - Sheriff 128
  - Treasurer-Tax Collector 199
- Personnel Commission 307
- Pesticide Use Enforcement 235
- Petroleum Inspection 236
- Phylochip Program 206
- PISMO 196
- Planning Commission 308
- Probate Conservation 58
- Probation 106
  - Accomplishments 108
  - Administration / Support Services 109
  - Adult Probation Services 110
  - Collaborative Justice 111
  - Department Overview 107
  - Goals and Initiatives 108
  - Juvenile Drug Court 111
  - Juvenile Hall 111
  - Juvenile Probation 110
  - Mediation Services 111
  - Overview of Programs 109
  - Performance Measures 112
- Programs of Responsive Treatment and Linkages (PORTAL) 108
- Project Independence 72
- Property Assessment 151
- Property Tax Accounting 161
- Property Tax Slowdown 3
- Proposition 36 67, 95, 111, 117, 126
- Proposition 63 49
- Prosecution Services 93
- Public Administrator 195
- Public Assistance Aid Payments 70
- Public Assistance Eligibility 69
- Public Defender 114
  - Accomplishments 115
  - Collaborative Justice 117
  - Defense Services 117
  - Department Overview 115
  - Goals and Initiatives 115
  - Overview of Programs 117
  - Performance Measures 118
- Public Guardian 58
- Public Health Preparedness 61
- Public Safety
  - Coroner 86
  - District Attorney 90
  - Fire 98
  - Probation 106
  - Public Defender 114
  - Sheriff 120
- R**
- Representative Payee Program 58
- Residential Rehabilitation Loan Committee 309
- Retirement 182
  - Accomplishments 183
  - Department Overview 183
  - Goals and Initiatives 183
  - Overview of Program 183
- Richardsons Bay Regional Agency 212
- Risk Management 146
- Road and Trails Management Plan 256

# Index

- S**
  - Safety Net Package 4
  - Salmonid Recovery Plan 209
  - SB163 57
  - Scanner Inspection 236
  - Service Area
    - Administration and Finance 135
    - Child Support Services 82
    - Community Development and Public Works 201
    - Community Services 231
    - Health and Human Services 43
    - Public Safety 79
  - Sheriff 120
    - Accomplishments 121
    - Administration 123
    - Collaborative Justice 126
    - Communications Dispatch 124
    - Court Security Services 126
    - Department Overview 121
    - Detention Operations 126
    - Goals and Initiatives 122
    - Investigations 125
    - Major Crimes Task Force 127
    - Office of Emergency Services 127
    - Overview of Programs 123
    - Patrol Services 124
    - Performance Measures 128
  - Social Security Redaction Program 152
  - Social Services 68
  - Staffing and Recruitment Services 176
  - STAR Program 48, 58, 95, 111, 117, 126
  - State Budget Uncertainties 3
  - Statistical Profile 16
  - Strawberry Design Review Board 309
  - Substance Abuse & Crime Prevention Act 67
  - Substance Abuse and Crime Prevention Act 74
  - Sudden Oak Death 237, 250
  - Support and Treatment After Release Program 58
  - Sustainability 210
  - Sustainable Agriculture 235
- T**
  - Tamalpais Design Review Board 310
  - Tobacco Education 67
  - Total Sources of Revenues 36
  - Treasurer-Tax Collector
    - Accomplishments 196
    - County Clerk 197
    - Department Overview 195
    - Overview of Programs 197
    - Performance Measures 199
    - Public Administrator 198
    - Registrar of Voters 198
    - Treasurer-Tax Collector / Central Collections 197
- U**
  - Unemployment Rates 18
  - University of California (UC) 249
- V**
  - Vegetation and Biodiversity Plan 256
  - Veteran's Services 70
  - Victim Offender Reconciliation Program (VORP) 108
  - Volunteers and Employee Programs 178
- W**
  - Weighmaster 236
  - Weights and Measures 236
  - Welfare-to-Work (WtW) 69
  - Women Infant and Children 75
  - Women's Commission 311
  - Women, Infants and Children 66
  - Workers' Compensation 146
  - Workforce Investment Board 313
- Y**
  - Youth and Family Services 57
  - Youth Commission 314