



# Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

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## NOTICE OF REGULAR MEETING AND AGENDA

### Marin Local Agency Formation Commission

**Thursday, August 13, 2020 ▪ 7:00 PM**

**\*\*\* BY VIRTUAL TELECONFERENCE ONLY \*\*\***

Pursuant to the provisions of California Governor's Executive Order N-29-20, issued on March 17, 2020, this meeting will be held by teleconference only. No physical location will be available for this meeting. However, members of the public will be able to access and participate in the meeting.

#### **PUBLIC ACCESS AND PUBLIC COMMENT INSTRUCTIONS**

##### **PUBLIC ACCESS**

Members of the public may access and watch a live stream of the meeting on Zoom at <https://zoom.us/j/4350473750>. Alternately, the public may listen in to the meeting by dialing (669) 900-6833 and entering Meeting ID 4350473750# when prompted.

**WRITTEN PUBLIC COMMENTS** may be submitted by email to [staff@marinlafco.org](mailto:staff@marinlafco.org). Written comments will be distributed to the Commission as quickly as possible. Please note that documents may take up to 24 hours to be posted to the agenda on the LAFCO website.

**SPOKEN PUBLIC COMMENTS** will be accepted through the teleconference meeting. To address the Commission, click on the link <https://zoom.us/j/4350473750> to access the Zoom-based meeting.

1. You will be asked to enter an email address and name. We request that you identify yourself by name as this will be visible online and will be used to notify you that it is your turn to speak.
2. When the Commission calls for the item on which you wish to speak, click on "raise hand" icon. Staff will activate and unmute speakers in turn. Speakers will be notified shortly before they are called to speak.
3. When called, please limit your remarks to the time limit allotted (3 minutes).

##### **CALL TO ORDER BY CHAIR**

##### **ROLL CALL BY EXECUTIVE OFFICER**

##### **AGENDA REVIEW**

The Chair or designee will consider any requests to remove or rearrange items by members.

##### **PUBLIC OPEN TIME**

This portion of the meeting is reserved for persons desiring to address the Commission on any matter not on the current agenda. All statements that require a response will be referred to staff for reply in writing or will be placed on the Commission's agenda for consideration at a later meeting. Speakers are limited to three minutes.

### CONSENT CALENDAR ITEMS (discussion and possible action)

All items calendared as consent are considered ministerial or non-substantive and subject to a single motion approval. The Chair or designee will also consider requests from the Commission to pull an item for discussion.

1. Approval of Minutes for June 11, 2020, Regular Meeting
2. Commission Ratification of Payments from June 1, 2020, to July 31, 2020

### PUBLIC HEARING

3. Presentation of the Ross Valley Region Municipal Service Review Public Draft [Information Only]
4. Presentation of the San Rafael Region Supplemental Municipal Service Review for Marin County Flood Control and Water Conservation District Zones 6 & 7 Public Draft [Information Only]
5. Approval of Resolution 20-23, Annexation of 200 Pacheco Ave (APN 146-230-79) to Novato Sanitary District (LAFCo File #1349) and approval of CEQA Exemption

### BUSINESS ITEMS (discussion and possible action)

Business Items involve administrative, budgetary, legislative or personnel matters and may or may not be subject to public hearings.

6. Approval of Voting Delegates to CALAFCO, Nomination of CALAFCO Board Members, and update on other CALAFCO related matters

### EXECUTIVE OFFICER REPORT (discussion and possible action)

- a) Budget Update FY 2019-20 and FY 2020-2021
- b) Current and Pending Proposals
- c) Update on MSR(s) [Verbal Report Only]
- d) Special District Election of LAFCo Members Update [Verbal Report Only]

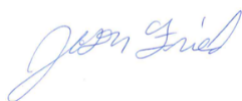
### CLOSED SESSION

Public Employee Performance Evaluation  
Pursuant to Government Code Section 54957  
Title: General Counsel

### COMMISSIONER ANNOUNCEMENTS AND REQUESTS

### ADJOURNMENT TO NEXT MEETING

Thursday, October 8, 2020 | 7:00 P.M.



Attest: Jason Fried

Executive Officer

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Any writings or documents pertaining to an open session item provided to a majority of the Commission less than 72 hours prior to a regular meeting shall be made available for public inspection at Marin LAFCo Administrative Office, 1401 Los Gamos Drive, Suite 220, San Rafael, CA 94903, during normal business hours.

Pursuant to GC Section 84308, if you wish to participate in the above proceedings, you or your agent are prohibited from making a campaign contribution of \$250 or more to any Commissioner. This prohibition begins on the date you begin to actively support or oppose an application before LAFCo and continues until 3 months after a final decision is rendered by LAFCo. If you or your agent have made a contribution of \$250 or more to any Commissioner during the 12 months preceding the decision, in the proceeding that Commissioner must disqualify himself or herself from the decision. However, disqualification is not required if the Commissioner returns that campaign contribution within 30 days of learning both about the contribution and the fact that you are a participant in the proceedings. Separately, any person with a disability under the Americans with Disabilities Act (ADA) may receive a copy of the agenda or a copy of all the documents constituting the agenda packet for a meeting upon request. Any person with a disability covered under the ADA may also request a disability-related modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting. Please contact the LAFCo office at least three (3) working days prior to the meeting for any requested arraignments or accommodations.

**Marin LAFCo**

Administrative Office  
1401 Los Gamos Drive, Suite 220  
San Rafael California 94903

T: 415-448-5877

E: [staff@marinlafco.org](mailto:staff@marinlafco.org)

W: [marinlafco.org](http://marinlafco.org)

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# Marin Local Agency Formation Commission

## Regional Service Planning | Subdivision of the State of California

### AGENDA REPORT

August 13, 2020

Item No. 1 (Consent Item)

**TO:** Local Agency Formation Commission

**FROM:** Jeren Seibel, Policy Analyst

**SUBJECT:** Approval of Minutes for June 11, 2020 Regular Meeting

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### Background

The Ralph M. Brown Act was enacted by the State Legislature in 1953 and establishes standards and processes therein for the public to attend and participate in meetings of local government bodies as well as those local legislative bodies created by State law; the latter category applying to LAFCos.

### Discussion

The action minutes for the June 11 regular meeting accurately reflect the Commission's actions as recorded by staff. A video recording of the meetings are also available online for viewing at <http://marinlafco.org/AgendaCenter>.

### Staff Recommendation for Action

1. Staff recommendation – Approve the draft minutes prepared for the June 11, 2020 meeting with any desired corrections or clarifications.
2. Alternative option – Continue consideration of the item to the next regular meeting and provide direction to staff, as needed.

### Procedures for Consideration

This item has been placed on the agenda as part of the consent calendar. Accordingly, a successful motion to approve the consent calendar will include taking affirmative action on the staff recommendation as provided unless otherwise specified by the Commission.

#### Attachment:

- 1) Draft Minutes for June 11, 2020

**Administrative Office**  
Jason Fried, Executive Officer  
1401 Los Gatos Drive, Suite 220  
San Rafael, California 94903  
T: 415-448-5877 E: [staff@marinlafco.org](mailto:staff@marinlafco.org)  
[www.marinlafco.org](http://www.marinlafco.org)

**Damon Connolly, Regular**  
County of Marin

**Judy Arnold, Regular**  
County of Marin

**Dennis Rodoni, Alternate**  
County of Marin

**Sashi McEntee, Chair**  
City of Mill Valley

**Barbara Coler, Regular**  
Town of Fairfax

**James Campbell, Alternate**  
City of Belvedere

**Craig K. Murray, Vice Chair**  
Las Gallinas Valley Sanitary

**Lew Kiouss, Regular**  
Almonte Sanitary District

**Tod Moody, Alternate**  
Sanitary District #5

**Larry Loder, Regular**  
Public Member

**Chris Skelton, Alternate**  
Public Member



# Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

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## **DRAFT**

### NOTICE OF REGULAR MEETING MINUTES

## Marin Local Agency Formation Commission

**Thursday, June 11, 2020**

### **CALL TO ORDER**

Chair McEntee called the meeting to order at 7:00 P.M.

### **ROLL CALL BY COMMISSION CLERK**

Roll was taken and quorum was met. The following were in attendance:

Commissioners Present: Sashi McEntee, Chair  
Craig K. Murray, Vice-Chair  
Lew Kious  
Barbara Coler  
Damon Connolly  
Larry Loder  
Judy Arnold

Alternate Commissioners Present: Tod Moody  
Chris Skelton  
James Campbell

Marin LAFCo Staff Present: Jason Fried, Executive Officer  
Jeren Seibel, Policy Analyst

Marin LAFCo Counsel Present: Mala Subramanian

Alternate Member Absent: Dennis Rodoni

### **AGENDA REVIEW**

Executive Officer Fried suggested that item 6 be moved to the front of the public hearing items as there were public members in attendance to speak on that item.

Approved: M/S by Commissioners Coler and Murray to accept the amended agenda.

Ayes: Commissioners McEntee, Murray, Kious, Coler, Loder, Connolly, and Arnold

Nays: None

Abstain: None

Motion approved unanimously.

## **PUBLIC OPEN TIME**

Chair McEntee opened the public comment period. Hearing no request for comment, Chair closed the public open time.

## **CONSENT CALENDAR ITEMS**

1. Approval of Minutes for April 30, 2020, Regular Meeting
2. Commission Ratification of Payments from April 1, 2019, to May 31, 2020

Approved: M/S by Commissioners Kious and Arnold to accept the consent calendar.

Ayes: Commissioners McEntee, Murray, Kious, Coler, Loder, Connolly, and Arnold

Nays: None

Abstain: None

Motion approved unanimously.

## **PUBLIC HEARING ITEMS**

3. Approval for Spheres of Influence for Novato Area Jurisdictions

Executive Officer Fried summarized the amendment of 2 of the Spheres of Influence and the reaffirmation of the remainder. He went on to explain that the two amended spheres were simply due to the current sphere being smaller than the jurisdictional boundary.

Chari McEntee asked EO Fried about the timeframe to hear from the State Controllers Office regarding CSA 25 and he informed her that he was expecting sometime around October.

Chair McEntee opened the public hearing. Hearing no additional public comments, Chair closed the public hearing.

Approved: M/S by Commissioners Arnold and Kious to approve the updated Novato Area Spheres of Influence as proposed.

Ayes: Commissioners McEntee, Murray, Kious, Coler, Loder, Connolly, and Arnold

Nays: None

Abstain: None

Motion approved unanimously.

4. Approval of Municipal Review and Sphere of Influence for Tiburon Peninsula Area

Policy Analyst Seibel summarized for the Commission the public comments that had been received prior to the meeting, and that the only proposed changes to the document were for small clerical errors. He went on to review the 4 additions to the Marin LAFCo work plan resulting from the MSR and outlined the 3 spheres of influence amendments proposed.

Commissioner Murray questioned if given the current social climate if the names of the police officers in the City of Belvedere organizational chart should be redacted.

Commissioner Campbell, a member of the City of Belvedere City Council, offered his opinion that as the organizational chart is publicly posted by the City, that he saw no issue with leaving the organizational chart as it currently stood.

Commissioner Coler offered questions on the boundary of Tiburon Fire Protection District and the process proposed regarding the reorganization of Angel Island. EO Fried explained that the number of agencies involved in the Angel Island reorganization made things a bit more complicated than just simply adjusting boundaries.

Chair McEntee opened the public hearing. Hearing no additional public comments, Chair closed the public hearing.

Approved: M/S by Commissioners Coler and Connolly to approve all of the proposed resolutions as well as the additions to the work plan.

Ayes: Commissioners McEntee, Murray, Kious, Coler, Loder, Connolly, and Arnold

Nays: None

Abstain: None

Motion approved unanimously.

#### 5. Approving a Final Operating Budget for Fiscal Year 2020-2021

EO Fried deferred to the Budget Committee Chair Kious for opening comments on the item.

Commissioner Kious relayed to the Commission that the Budget Committee was unanimously in support of reducing member agency dues by 10% on a one-time basis for the upcoming fiscal year as a gesture of good faith during COVID-19. He clarified that the assessments should return to normal in the following year. He went on to say that as the Chair of the Budget Committee that he recommended funding the currently unfilled position at a full-time rate as opposed to half-time.

Budget Committee member Coler offered her agreement with Commissioner Kious's recommendations.

EO Fried explained a few line-item adjustments after receiving additional information and suggested the budget that was presented in the packet to have an increase in the Salary, Benefits, and Pension line items to fund the vacant position for a full-time employee in order to maintain the current work plan.

Chair McEntee opened the public hearing. Hearing no additional public comments, Chair closed the public hearing.

Approved: M/S by Commissioners Murray and Coler to approve the budget with the suggested amendments as well as to fund the vacant position at a full-time level and, in addition, authorization for staff to transfer monies from the County of Marin account to the Bank of Marin account.

Ayes: Commissioners McEntee, Murray, Kious, Coler, Loder, Connolly, and Arnold

Nays: None  
Abstain: None  
Motion approved unanimously.

6. Approval of Resolution 20-22, Reorganization of County Service Area #29, Including Detachment of Six Parcels (APNs" 038-460-08, 038-460-09, 038-460-11, 038-460-12, and 038-460-16) and the Attachment of One Parcel (APN: 038-460-03) (LAFCo File #1348)

Executive Officer Fried gave an overview of the 6 parcels to be removed from the District and the 1 parcel to be added and encouraged the commission to pass the resolution as presented.

County staff was available for questions and took time to address Commissioner Murray's question on the general process of this type of jurisdictional amendment from the County's standpoint.

Chair McEntee opened the public hearing. Hearing no additional public comments, Chair closed the public hearing.

Approved: M/S by Commissioners Arnold and Murray to approve Resolution 20-22, approving the requested reorganization as described.

Ayes: Commissioners McEntee, Murray, Kious, Coler, Loder, Connolly, and Arnold

Nays: None

Abstain: None

Motion approved unanimously.

## **BUSINESS ITEMS**

7. Election of Chair and Vice-Chair

Executive Officer Fried explained that LAFCo policy is to elect a Chair and Vice-Chair for a 1-year term at the closest available meeting to May, which is the current meeting.

Chair McEntee opened the public comment, and hearing none, closed public comment.

Approved: M/S by Commissioners Kious and Murray to elect Commissioner McEntee as Chair.

Ayes: Commissioners McEntee, Murray, Kious, Coler, Loder, Connolly, and Arnold

Nays: None

Abstain: None

Motion approved unanimously

Approved: M/S by Commissioners Coler and Connolly to elect Commissioner Murray as Vice-Chair.



Ayes: Commissioners McEntee, Murray, Kious, Coler, Loder, Connolly, and Arnold  
Nays: None  
Abstain: None  
Motion approved unanimously

#### 8. Discussion and Possible Amendment of the LAFCo Workplan

EO Fried explained that this item was added as a contingency for discussion if the Commission approved a half-time employee in the current vacancy as opposed to a full-time employee. As the Commission approved the vacancy at the full-time rate, EO Fried suggested tabling the item as it was no longer necessary.

Chair McEntee opened the public comment, and hearing none, closed public comment.

Approved: M/S by Commissioners Coler and Kious to maintain the current work plan.  
Ayes: Commissioners McEntee, Murray, Kious, Coler, Loder, Connolly, and Arnold  
Nays: None  
Abstain: None  
Motion approved unanimously

#### 9. Discussion and Approval of Temporary Policy for Remote Working Condition for COVID-19 planning purposes

EO Fried outlined the request on a temporary basis for staff to have the option to work remotely when feasible to maintain the office being open but also to accommodate special care during COVID-19.

Commissioner Coler asked about the possibility of information technology security working offsite, to which EO Fried explained that staff has a private VPN system through Marin MacTech ensuring that our data is secure both onsite and offsite.

Chair McEntee questioned EO Fried on whether language should be added to this policy regarding it being temporary only during shelter in place for COVID-19. EO Fried responded that he would like to ultimately take the temporary policy before the Policy Committee for consideration of permanent adoption at a later date.

Chair McEntee opened the public comment, and hearing none, closed public comment.

Approved: M/S by Commissioners Coler and Kious to approve the proposed policy.  
Ayes: Commissioners McEntee, Murray, Kious, Coler, Loder, Connolly, and Arnold  
Nays: None  
Abstain: None  
Motion approved unanimously

10. Authorizing the Executive Officer to Investigate Payroll Service Options

EO Fried outlined difficulties that have been experienced with the current payroll system after being removed from the County payroll system on January 1.

Chair McEntee opened the public comment, and hearing none, closed public comment.

Approved: M/S by Commissioners Coler and Arnold to explore other payroll service options.

Ayes: Commissioners McEntee, Murray, Kious, Coler, Loder, Connolly, and Arnold

Nays: None

Abstain: None

Motion approved unanimously

11. Approval of Third Amendment to Executive Officer's Employment Agreement

Legal Counsel presented the amendment of the current contract to the Commission on behalf of the Executive Officer.

Chair McEntee opened the public comment, and hearing none, closed public comment.

Approved: M/S by Commissioners Murray and Coler to approve the third amendment to the Executive Officers agreement.

Ayes: Commissioners McEntee, Murray, Kious, Coler, Loder, and Connolly.

Absent: Commissioner Arnold.

Nays: None

Abstain: None

Motion approved 6-0-1

12. Approval of Update to Current Reserve Fund and the Creation of Two New Funds

EO Fried outlined the current reserve fund policy and the proposal to amend it from 20% to 25%, as well as the proposal for the two new funds to be created for technology replacement and consultants for special studies.

Chair McEntee opened the public comment, and hearing none, closed public comment.

Approved: M/S by Commissioners Kious and Coler to approve the items as presented.

Ayes: Commissioners McEntee, Murray, Kious, Coler, Loder, Connolly, and Arnold

Nays: None

Abstain: None

Motion approved unanimously

**EXECUTIVE OFFICER REPORT** (discussion and possible action)

- a) Budget Update FY 2019-2020  
Staff stated the budget was on track.
- b) Current and Pending Proposals  
There are no current or pending proposals.
- c) Update on MSR(s) [Verbal Report Only]  
Research and analysis for Ross Valley MSR is progressing.

**COMMISSIONER ANNOUNCEMENTS AND REQUESTS**

Commissioner Murray discussed his efforts with the Marin Chapter of the California Special Districts Association.

Commissioner Murray requested that the Commission do a review of legal services, similar to the Executive Officer Review.

Hearing no additional requests or announcements, the Chair called for adjournment.

Chair McEntee adjourned the meeting at 8:49 P.M.

**ADJOURNMENT TO NEXT MEETING**

Thursday, August 13<sup>th</sup>, 2020

Marin Clean Energy | Charles McGlashan Room | 1125 Tamalpais Avenue, San Rafael, CA

Attest: Jeren Seibel  
Policy Analyst

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# Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

## AGENDA REPORT

August 13, 2020

Item No. 2 (Consent Item)

**TO:** Local Agency Formation Commission

**FROM:** Jason Fried, Executive Officer

**SUBJECT:** Commission Ratification of Payments from June 1, 2020, to July 31, 2020

### Background

Marin LAFCo adopted a Policy Handbook delegating the Executive Officer to make purchases and related procurements necessary in overseeing the day-to-day business of the agency. The Policy Handbook also directs all payments made by the Executive Officer to be reconciled by LAFCo's contracted bookkeeper. Additionally, all payments are to be reported to the Commission at the next available Commission meeting for formal ratification.

This following item is presented for the Commission to consider the ratification of all payments made by the Executive Officer between June 1, 2020, and July 31, 2020, totaling \$77,233.19. The payments are detailed in the attachment.

### Staff Recommendation for Action

1. Staff Recommendation - Ratify the payments made by the Executive Officer between June 1, 2020, and July 31, 2020, as shown in attachment.
2. Alternate Option - Continue consideration of the item to the next regular meeting and provide direction to staff as needed.

### Procedures for Consideration

This item has been placed on the agenda as part of the consent calendar. Accordingly, a successful motion to approve the consent calendar will include taking affirmative action on the staff recommendation unless otherwise specified by the Commission.

#### Attachment:

- 1) Payments from June 1, 2020, to July 31, 2020

#### Administrative Office

Jason Fried, Executive Officer  
1401 Los Gatos Drive, Suite 220  
San Rafael, California 94903  
T: 415-448-5877 E: staff@marinlafco.org  
www.marinlafco.org

Damon Connolly, Regular  
County of Marin

Judy Arnold, Regular  
County of Marin

Dennis Rodoni, Alternate  
County of Marin

Sashi McEntee, Chair  
City of Mill Valley

Barbara Coler, Regular  
Town of Fairfax

James Campbell, Alternate  
City of Belvedere

Craig K. Murray, Vice Chair  
Las Gallinas Valley Sanitary

Lew Kiouss, Regular  
Almonte Sanitary District

Tod Moody, Alternate  
Sanitary District #5

Larry Loder, Regular  
Public Member

Chris Skelton, Alternate  
Public Member

**Marin Local Agency Formation Commission**  
**Expenses by Vendor Detail**  
 June through July 2020

Type	Date	Num	Memo	Account	Clr	Split	Amount	Balance
<b>A and P Moving, Inc.</b>								
Check	06/03/2020	20400	Invoic...	65 · Rent - Storage		1111300 ...	40.00	40.00
Check	07/15/2020	20424	Invoic...	65 · Rent - Storage		1111300 ...	40.00	80.00
Total A and P Moving, Inc.							80.00	80.00
<b>ALHAMBRA &amp; SIERRA SPRINGS</b>								
Check	07/15/2020	20421	Invoic...	50 · Office Supplies & ...		1111300 ...	50.29	50.29
Total ALHAMBRA & SIERRA SPRINGS							50.29	50.29
<b>ARNOLD, JUDY</b>								
General Jour...	06/30/2020	AP	june	05 · Commissioner Pe...		2000000 ...	125.00	125.00
Check	07/01/2020	20413	June ...	05 · Commissioner Pe...		1111300 ...	125.00	250.00
General Jour...	07/01/2020	APR	june	05 · Commissioner Pe...		2000000 ...	-125.00	125.00
Total ARNOLD, JUDY							125.00	125.00
<b>BANK OF MARIN CC</b>								
Credit Card C...	06/17/2020		marin ij	50 · Office Supplies & ...		2110340 ...	9.95	9.95
Credit Card C...	06/17/2020		adobe	20 · IT & Communicati...		2110340 ...	14.99	24.94
Credit Card C...	06/17/2020		adobe	20 · IT & Communicati...		2110340 ...	50.97	75.91
Credit Card C...	06/17/2020		zoom	20 · IT & Communicati...		2110340 ...	14.99	90.90
Credit Card C...	06/17/2020		verizo...	20 · IT & Communicati...		2110340 ...	87.93	178.83
Credit Card C...	06/17/2020		blue ri...	50 · Office Supplies & ...		2110340 ...	94.54	273.37
Credit Card C...	06/17/2020		usps	50 · Office Supplies & ...		2110340 ...	13.00	286.37
Credit Card C...	06/30/2020		neogov	55 · Professional Servi...		2110340 ...	175.00	461.37
Credit Card C...	06/30/2020		CSDA	55 · Professional Servi...		2110340 ...	105.00	566.37
Credit Card C...	06/30/2020		adobe	20 · IT & Communicati...		2110340 ...	14.99	581.36
Credit Card C...	06/30/2020		marin ij	55 · Professional Servi...		2110340 ...	9.95	591.31
Credit Card C...	06/30/2020		adobe	20 · IT & Communicati...		2110340 ...	50.97	642.28
Credit Card C...	07/17/2020		zoom	20 · IT & Communicati...		2110340 ...	14.99	657.27
Credit Card C...	07/17/2020		apple	40 · Office Equipment ...		2110340 ...	106.82	764.09
Credit Card C...	07/17/2020		verizon	20 · IT & Communicati...		2110340 ...	87.93	852.02
Credit Card C...	07/17/2020		micro...	40 · Office Equipment ...		2110340 ...	1,885.66	2,737.68
Total BANK OF MARIN CC							2,737.68	2,737.68
<b>BEST BEST &amp; KRIEGER LLP</b>								
Check	06/18/2020	20403	Invoic...	25 · Legal Services		1111300 ...	870.40	870.40
Check	07/15/2020	20422	Invoic...	25 · Legal Services		1111300 ...	2,587.80	3,458.20
Total BEST BEST & KRIEGER LLP							3,458.20	3,458.20
<b>CA SPECIAL DISTRICT ASSOCIATION</b>								
Check	07/01/2020	10026	Invoic...	15 · General Insurance		1111200 ...	7,214.02	7,214.02
Total CA SPECIAL DISTRICT ASSOCIATION							7,214.02	7,214.02
<b>CALAFCO</b>								
Check	07/01/2020	10027	Invoic...	30 · Memberships & D...		1111200 ...	4,660.00	4,660.00
Total CALAFCO							4,660.00	4,660.00
<b>CITY CLERKS ASSOCIATION OF CA</b>								
Check	07/01/2020	20410		60 · Publications/Notices		1111300 ...	200.00	200.00
Total CITY CLERKS ASSOCIATION OF CA							200.00	200.00
<b>Coler, Barbara</b>								
General Jour...	06/30/2020	AP	may	05 · Commissioner Pe...		2000000 ...	250.00	250.00
Check	07/01/2020	20414	May 2...	05 · Commissioner Pe...		1111300 ...	250.00	500.00
General Jour...	07/01/2020	APR	may	05 · Commissioner Pe...		2000000 ...	-250.00	250.00
Total Coler, Barbara							250.00	250.00

## Marin Local Agency Formation Commission

### Expenses by Vendor Detail

June through July 2020

08/05/20

Accrual Basis

Type	Date	Num	Memo	Account	Clr	Split	Amount	Balance
<b>COMCAST</b>								
Check	06/01/2020	20396	Bill Da...	20 · IT & Communicati...		1111300 ...	192.05	192.05
General Jour...	06/30/2020	AP		20 · IT & Communicati...		2000000 ...	192.05	384.10
Check	07/01/2020	20409	Bill Da...	20 · IT & Communicati...		1111300 ...	192.05	576.15
General Jour...	07/01/2020	APR	Rever...	20 · IT & Communicati...		2000000 ...	-192.05	384.10
Check	07/29/2020	20427	Bill Da...	20 · IT & Communicati...		1111300 ...	82.58	466.68
Total COMCAST							466.68	466.68
<b>COMMUNITY MEDIA CENTER OF MARIN</b>								
Check	06/18/2020	20402	Vende...	20 · IT & Communicati...		1111300 ...	525.00	525.00
Total COMMUNITY MEDIA CENTER OF MARIN							525.00	525.00
<b>CONNOLLY, DAMON</b>								
General Jour...	06/30/2020	AP	june	05 · Commissioner Pe...		2000000 ...	125.00	125.00
Check	07/01/2020	20412	June ...	05 · Commissioner Pe...		1111300 ...	125.00	250.00
General Jour...	07/01/2020	APR	june	05 · Commissioner Pe...		2000000 ...	-125.00	125.00
Total CONNOLLY, DAMON							125.00	125.00
<b>FP MAILING SOLUTIONS</b>								
Check	06/18/2020	20401	Invoic...	50 · Office Supplies & ...		1111300 ...	154.51	154.51
Total FP MAILING SOLUTIONS							154.51	154.51
<b>Fried, Jason</b>								
General Jour...	06/30/2020	AP	feb-june	75 · Travel - Mileage		2000000 ...	64.40	64.40
Total Fried, Jason							64.40	64.40
<b>KIOUS, LEWIS</b>								
General Jour...	06/30/2020	AP	may	05 · Commissioner Pe...		2000000 ...	250.00	250.00
Check	07/01/2020	20415	May 2...	05 · Commissioner Pe...		1111300 ...	250.00	500.00
General Jour...	07/01/2020	APR	may	05 · Commissioner Pe...		2000000 ...	-250.00	250.00
Total KIOUS, LEWIS							250.00	250.00
<b>LIEBERT CASSIDY WHITMORE</b>								
Check	07/29/2020	20428	Invoic...	25 · Legal Services		1111300 ...	783.00	783.00
Total LIEBERT CASSIDY WHITMORE							783.00	783.00
<b>LODER, LAWRENCE</b>								
General Jour...	06/30/2020	AP	june	05 · Commissioner Pe...		2000000 ...	125.00	125.00
Check	07/01/2020	20416	June ...	05 · Commissioner Pe...		1111300 ...	125.00	250.00
General Jour...	07/01/2020	APR	june	05 · Commissioner Pe...		2000000 ...	-125.00	125.00
Total LODER, LAWRENCE							125.00	125.00
<b>Marin CLEAN ENERGY</b>								
Check	07/29/2020	20426	Invoic...	35 · Misc Services		1111300 ...	144.00	144.00
Total Marin CLEAN ENERGY							144.00	144.00
<b>Marin County Community Development Agency</b>								
Check	07/29/2020	20429	Invoic...	55 · Professional Servi...		1111300 ...	289.00	289.00
Total Marin County Community Development Agency							289.00	289.00
<b>MARIN GENERAL SVCS AUTHORITY</b>								
Check	07/01/2020	10028	FY 20...	30 · Memberships & D...		1111200 ...	7,000.00	7,000.00
Total MARIN GENERAL SVCS AUTHORITY							7,000.00	7,000.00
<b>MARIN INDEPENDENT JOURNAL</b>								
Check	06/10/2020	20399	Invoic...	60 · Publications/Notices		1111300 ...	145.12	145.12
Total MARIN INDEPENDENT JOURNAL							145.12	145.12

## Marin Local Agency Formation Commission Expenses by Vendor Detail June through July 2020

08/05/20

Accrual Basis

Type	Date	Num	Memo	Account	Clr	Split	Amount	Balance
<b>MARIN MAC TECH</b>								
Check	06/18/2020	20404	Invoic...	20 · IT & Communicati...		1111300 ...	1,002.78	1,002.78
Check	07/15/2020	20420	Invoic...	20 · IT & Communicati...		1111300 ...	731.77	1,734.55
Total MARIN MAC TECH							1,734.55	1,734.55
<b>McENTEE, SASHI</b>								
General Jour...	06/30/2020	AP	june	05 · Commissioner Pe...		2000000 ...	125.00	125.00
Check	07/01/2020	20405	June ...	05 · Commissioner Pe...		1111300 ...	125.00	250.00
General Jour...	07/01/2020	APR	june	05 · Commissioner Pe...		2000000 ...	-125.00	125.00
Total McENTEE, SASHI							125.00	125.00
<b>MOODY, TOD</b>								
General Jour...	06/30/2020	AP	june	05 · Commissioner Pe...		2000000 ...	125.00	125.00
Check	07/01/2020	20418	June ...	05 · Commissioner Pe...		1111300 ...	125.00	250.00
General Jour...	07/01/2020	APR	june	05 · Commissioner Pe...		2000000 ...	-125.00	125.00
Total MOODY, TOD							125.00	125.00
<b>MURRAY, CRAIG K</b>								
General Jour...	06/30/2020	AP	june	05 · Commissioner Pe...		2000000 ...	125.00	125.00
Check	07/01/2020	20411	June ...	05 · Commissioner Pe...		1111300 ...	125.00	250.00
General Jour...	07/01/2020	APR	june	05 · Commissioner Pe...		2000000 ...	-125.00	125.00
Total MURRAY, CRAIG K							125.00	125.00
<b>PAYROLL</b>								
Check	06/12/2020	6/12 PR	salari...	5110110 · Sal - Regul...		1110110 ...	7,946.64	7,946.64
Check	06/12/2020	6/12 PR	salari...	5110323 · Sick Leave		1110110 ...	0.00	7,946.64
Check	06/12/2020	6/12 PR	salari...	5110324 · Vacation Le...		1110110 ...	0.00	7,946.64
Check	06/12/2020	6/12 PR	salari...	5110313 · Holiday Pay		1110110 ...	882.96	8,829.60
Check	06/12/2020	6/12 PR	salari...	516115 · Benefits - Fri...		1110110 ...	51.41	8,881.01
Check	06/26/2020	6/26 PR	salari...	5110110 · Sal - Regul...		1110110 ...	8,523.60	17,404.61
Check	06/26/2020	6/26 PR	salari...	5110323 · Sick Leave		1110110 ...	306.00	17,710.61
Check	06/26/2020	6/26 PR	salari...	5110324 · Vacation Le...		1110110 ...	0.00	17,710.61
Check	06/26/2020	6/26 PR	salari...	5110313 · Holiday Pay		1110110 ...	0.00	17,710.61
Check	06/26/2020	6/26 PR	salari...	516115 · Benefits - Fri...		1110110 ...	51.41	17,762.02
Check	07/10/2020	7/10 PR	salari...	5110110 · Sal - Regul...		1110110 ...	8,982.40	26,744.42
Check	07/10/2020	7/10 PR	jeren r...	5110110 · Sal - Regul...		1110110 ...	336.16	27,080.58
Check	07/10/2020	7/10 PR	salari...	5110323 · Sick Leave		1110110 ...	0.00	27,080.58
Check	07/10/2020	7/10 PR	salari...	5110324 · Vacation Le...		1110110 ...	0.00	27,080.58
Check	07/10/2020	7/10 PR	salari...	5110313 · Holiday Pay		1110110 ...	0.00	27,080.58
Check	07/10/2020	7/10 PR	salari...	516115 · Benefits - Fri...		1110110 ...	51.41	27,131.99
Check	07/10/2020	7/10 PR	salari...	Car Allowance		1110110 ...	350.00	27,481.99
Check	07/24/2020	7/24 PR	salari...	5110110 · Sal - Regul...		1110110 ...	8,982.40	36,464.39
Check	07/24/2020	7/24 PR	salari...	5110323 · Sick Leave		1110110 ...	0.00	36,464.39
Check	07/24/2020	7/24 PR	salari...	5110324 · Vacation Le...		1110110 ...	0.00	36,464.39
Check	07/24/2020	7/24 PR	salari...	5110313 · Holiday Pay		1110110 ...	0.00	36,464.39
Check	07/24/2020	7/24 PR	salari...	516115 · Benefits - Fri...		1110110 ...	51.41	36,515.80
Total PAYROLL							36,515.80	36,515.80
<b>PAYROLL TAXES</b>								
Check	06/12/2020	6/12 PR	Medic...	5140140 · Payroll Tax		1110110 ...	129.10	129.10
Check	06/26/2020	6/26 PR	Medic...	5140140 · Payroll Tax		1110110 ...	135.93	265.03
Check	07/10/2020	7/10 PR	Medic...	5140140 · Payroll Tax		1110110 ...	135.93	400.96
Check	07/24/2020	7/24 PR	Medic...	5140140 · Payroll Tax		1110110 ...	127.78	528.74
Total PAYROLL TAXES							528.74	528.74
<b>RICCIARDI, R J</b>								
Check	07/15/2020	20425	Invoic...	55 · Professional Servi...		1111300 ...	500.00	500.00
Total RICCIARDI, R J							500.00	500.00



2:37 PM

**Marin Local Agency Formation Commission**  
**Expenses by Vendor Detail**  
 June through July 2020

08/05/20

Accrual Basis

Type	Date	Num	Memo	Account	Clr	Split	Amount	Balance
<b>RODONI, DENNIS JAMES</b>								
General Jour...	06/30/2020	AP	may	05 · Commissioner Pe...		2000000 ...	125.00	125.00
Check	07/01/2020	20417	May 2...	05 · Commissioner Pe...		1111300 ...	125.00	250.00
General Jour...	07/01/2020	APR	may	05 · Commissioner Pe...		2000000 ...	-125.00	125.00
Total RODONI, DENNIS JAMES							125.00	125.00
<b>SCHIFFMANN, ALYSSA</b>								
Check	06/03/2020	20398	Invoic...	55 · Professional Servi...		1111300 ...	1,202.50	1,202.50
General Jour...	06/30/2020	AP	June ...	55 · Professional Servi...		2110010 ...	747.50	1,950.00
Check	07/15/2020	20423	Invoic...	55 · Professional Servi...		1111300 ...	747.50	2,697.50
Total SCHIFFMANN, ALYSSA							2,697.50	2,697.50
<b>SECURITY MORTGAGE GROUP 2</b>								
Check	06/01/2020	20397	June ...	45 · Office Lease/Rent		1111300 ...	2,792.35	2,792.35
Check	07/01/2020	20407	July 2...	45 · Office Lease/Rent		1111300 ...	2,792.35	5,584.70
Total SECURITY MORTGAGE GROUP 2							5,584.70	5,584.70
<b>SKELTON, CHRIS</b>								
General Jour...	06/30/2020	AP	june	05 · Commissioner Pe...		2000000 ...	125.00	125.00
Check	07/01/2020	20419	June ...	05 · Commissioner Pe...		1111300 ...	125.00	250.00
General Jour...	07/01/2020	APR	june	05 · Commissioner Pe...		2000000 ...	-125.00	125.00
Total SKELTON, CHRIS							125.00	125.00
<b>Streamline</b>								
Check	06/01/2020	20395	Invoic...	20 · IT & Communicati...		1111300 ...	100.00	100.00
Check	07/01/2020	20408	Invoic...	20 · IT & Communicati...		1111300 ...	100.00	200.00
Total Streamline							200.00	200.00
<b>TOTAL</b>							<b>77,233.19</b>	<b>77,233.19</b>



# Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

## AGENDA REPORT

August 13, 2020

Item No. 3 (Public Hearing)

**TO:** Local Agency Formation Commission

**FROM:** Jeren Seibel, Policy Analyst

**SUBJECT:** Presentation of the Ross Valley Region Municipal Service Review Public Draft [Information Only]

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### Background

On July 22, 2020, staff released the draft (attached) of the Ross Valley Area Municipal Service Review (MSR) for public comment. Upon release, staff sent the draft to staff for all of the participating LAFCo jurisdictions with the request that it be passed along to the respective boards and councils, and to multiple County staff. In addition, the report was sent to individuals who represent citizen groups or a coalition of groups across the MSR study area. These people then help get this distributed to others within their group.

LAFCo is accepting public comment on this draft through the end of the day on Monday, September 14. As of the writing of this staff memo, LAFCo has received official comment from one group. For items that pertain to language in the draft, staff has already started to review and make edits to the draft in preparation for a final version.

During the August meeting the Commission will hear from staff about what is in the draft report's recommendations of what, if anything, each agency should make an effort to address moving forward. Commissioners will be able to ask questions to staff. In addition, the public will be given time to make comments on the draft MSR.

No action is needed for this item at this time.

#### Attachment:

- 1) Public Draft of Ross Valley Area MSR

#### Administrative Office

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Sashi McEntee, Chair  
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Barbara Coler, Regular  
Town of San Anselmo

James Campbell, Alternate  
City of Belvedere

Craig K. Murray, Vice Chair  
Las Gallinas Valley Sanitary

Lew Kiou, Regular  
Almonte Sanitary District

Tod Moody, Alternate  
Sanitary District #5

Larry Loder, Regular  
Public Member

Chris Skelton, Alternate  
Public Member



# Marin Local Agency Formation Commission

Municipal Service Review

**Ross Valley Region**

PUBLIC DRAFT

JULY 2020

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## PREFACE

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This Municipal Services Review (MSR) documents and analyzes services provided by local governmental agencies in the Ross Valley region. Specifically, it evaluates the adequacy and efficiency of local government structure and boundaries within the region and provides a basis for boundary planning decisions by the Marin Local Agency Formation Commission (LAFCo).

### Context

Marin LAFCo is required to prepare this MSR in accordance with the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Government Code §56000, et seq.), which took effect on January 1, 2001. The MSR reviews services provided by public agencies—cities and special districts—whose boundaries and governance are subject to LAFCo. The analysis and recommendations included herein serve to promote and coordinate the efficient delivery of local government services and encourage the preservation of open space and agricultural lands.

### Commissioners, Staff, Municipal Services Review Preparers

#### Commissioners

Sashi McEntee, Chair	City	City of Mill Valley
Craig Murray, Vice Chair	Special District	Las Gallinas Valley Sanitary District
Damon Connolly	County	District 1 Supervisor
Judy Arnold	County	District 5 Supervisor
Barbara Coler	City	Town of Fairfax
Lew Kious	Special District	Almonte Sanitary District
Larry Loder	Public	Commission
Chris Skelton	Public Alternate	Commission
Tod Moody	Special District Alternate	Sanitary District #5
Dennis Rodoni	County Alternate	District 4 Supervisor
James Campbell	City Alternate	City of Belvedere

#### Staff

Jason Fried	Executive Officer
Jeren Seibel	Policy Analyst

#### MSR Preparers

Jeren Seibel, Policy Analyst

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## 1.0 INTRODUCTION

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### 1.1 ROLE AND RESPONSIBILITY OF LAFCO

Local Agency Formation Commissions (LAFCOs) were established in 1963 and are political subdivisions of the State of California responsible for providing regional growth management oversight in all 58 counties. LAFCOs' authority is currently codified under the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 ("CKH"), which specifies regulatory and planning powers delegated by the Legislature to coordinate and oversee the establishment, expansion, and organization of cities and special districts as well as their municipal service areas.

Guiding LAFCOs' regulatory and planning powers is to fulfill specific purposes and objectives that collectively construct the Legislature's regional growth management priorities under Government Code (G.C.) Section 56301. This statute reads:

*"Among the purposes of the commission are discouraging urban sprawl, preserving open space and prime agricultural lands, efficiently providing governmental services, and encouraging the orderly formation and development of local agencies based upon local conditions and circumstances. One of the objects of the commission is to make studies and to obtain and furnish information which will contribute to the logical and reasonable development of local agencies in each county and to shape the development of local agencies so as to advantageously provide for the present and future needs of each county and its communities."*

LAFCo decisions are legislative in nature and not subject to an outside appeal process. LAFCOs also have broad powers with respect to conditioning regulatory and planning approvals so long as not establishing terms that directly control land uses, densities, or subdivision requirements.

#### Regulatory Responsibilities

LAFCOs' principal regulatory responsibility involves approving or disapproving all jurisdictional changes involving the establishment, expansion, and reorganization of cities and most special districts.<sup>1</sup> More recently LAFCOs have been tasked with also overseeing the approval process for cities and districts to provide new or extended services beyond their jurisdictional boundaries by contract or agreement as well as district actions to either activate a new service or divest an existing service. LAFCOs generally exercise their regulatory authority in response to applications submitted by the affected agencies, landowners, or registered voters.

Recent CKH amendments, however, now authorize and encourage LAFCOs to initiate on their own jurisdictional changes to form, consolidate, and dissolve special districts consistent with current and future community needs. LAFCo regulatory powers are described in Table 1.1 below.

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<sup>1</sup> CKH defines "special district" to mean any agency of the State formed pursuant to general law or special act for the local performance of governmental or proprietary functions within limited boundaries. All special districts in California are subject to LAFCo with the following exceptions: school districts; community college districts; assessment districts; improvement districts; community facilities districts; and air pollution control districts.

**Table 1-1: LAFCo's Regulatory Powers**

Regulatory Powers Granted by Government Code (G.C.) Section 56301	
• City Incorporations / Disincorporations	• City and District Annexations
• District Formations / Dissolutions	• City and District Detachments
• City and District Consolidations	• Merge/Establish Subsidiary Districts
• City and District Outside Service Extensions	• District Service Activations / Divestitures

## Planning Responsibilities

LAFCos inform their regulatory actions through two central planning responsibilities: (a) making sphere of influence (“sphere”) determinations and (b) preparing municipal service reviews. Sphere determinations have been a core planning function of LAFCos since 1971 and effectively serve as the Legislature’s version of “urban growth boundaries” with regard to cumulatively delineating the appropriate interface between urban and non-urban uses within each county. Municipal service reviews, in contrast, are a relatively new planning responsibility enacted as part of CKH and are intended to inform – among other activities – sphere determinations. The Legislature mandates, notably, all sphere changes as of 2001 be accompanied by preceding municipal service reviews to help ensure LAFCos are effectively aligning governmental services with current and anticipated community needs.

### 1.2 MUNICIPAL SERVICE REVIEWS

Municipal service reviews were a centerpiece to CKH’s enactment in 2001 and are comprehensive studies of the availability, range, and performance of governmental services provided within a defined geographic area. LAFCos generally prepare municipal service reviews to explicitly inform subsequent sphere determinations. LAFCos also prepare municipal service reviews irrespective of making any specific sphere determinations in order to obtain and furnish information to contribute to the overall orderly development of local communities. Municipal service reviews vary in scope and can focus on a particular agency or governmental service. LAFCos may use the information generated from municipal service reviews to initiate other actions under their authority, such as forming, consolidating, or dissolving one or more local agencies.

All municipal service reviews – regardless of their intended purpose – culminate with LAFCos preparing written statements addressing seven specific service factors listed under G.C. Section 56430. This includes, most notably, infrastructure needs or deficiencies, growth and population trends, and financial standing. The seven mandated service factors are summarized in the following table.

**Table 1-2: Mandatory Determinations**

<b>Mandatory Determinations / Municipal Service Reviews (Government Code Section 56430)</b>
1. Growth and population projections for the affected area.
2. Location and characteristics of any disadvantaged unincorporated communities within or contiguous to affected spheres of influence.
3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies.
4. Financial ability of agencies to provide services.
5. Status and opportunities for shared facilities.
6. Accountability for community service needs, including structure and operational efficiencies.
7. Matters relating to effective or efficient service delivery as required by LAFCo policy.

### **1.3 MARIN LAFCO COMPOSITION**

Marin LAFCo is governed by a 7-member board comprised of two county supervisors, two city councilmembers, two independent special district members, and one representative of the general public. Each group also gets to appoint one “alternate” member. Each member must exercise their independent judgment, separate from their appointing group, on behalf of the interests of all residents, landowners, and the public. Marin LAFCo is independent of local government and employs its own staff. Marin LAFCo’s current commission membership is provided below in Table 1-3.

**Table 1-3: Marin LAFCo Commission Membership**

<b>Name</b>	<b>Position</b>	<b>Agency Affiliation</b>
Sashi McEntee, Chair	City	<i>City of Mill Valley</i>
Craig Murray, Vice Chair	Special District	<i>Las Gallinas Valley Sanitary District</i>
Damon Connolly	County	<i>District 1 Supervisor</i>
Judy Arnold	County	<i>District 5 Supervisor</i>
Barbara Coler	City	<i>Town of Fairfax</i>
Lew Kious	Special District	<i>Almonte Sanitary District</i>
Larry Loder	Public	<i>Commission</i>
Chris Skelton	Public Alternate	<i>Commission</i>
Tod Moody	Special District Alternate	<i>Sanitary District #5</i>
James Campbell	City Alternate	<i>City of Belvedere</i>
Dennis Rodoni	County Alternate	<i>District 4 Supervisor</i>

Marin LAFCo offices are located at 1401 Los Gamos Drive, Suite 220 in San Rafael. Information on Marin LAFCo’s functions and activities, including reorganization applications, are available by calling (415) 448-5877 by e-mail to [staff@marinlafco.org](mailto:staff@marinlafco.org) or by visiting [www.marinlafco.org](http://www.marinlafco.org).

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## 2.0 EXECUTIVE SUMMARY

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This study represents Marin LAFCo’s scheduled regional municipal service review of local agencies in the Ross Valley region of central Marin County. The underlying aim of the study is to produce an independent assessment of municipal services in the region over the next five to ten years relative to the Commission’s regional growth management duties and responsibilities. The information generated as part of the study will be directly used by the Commission in (a) guiding subsequent sphere of influence updates, (b) informing future boundary changes, and – if merited – (c) initiating government reorganizations, such as special district formations, consolidations, and/or dissolutions.

### 2.1 AFFECTED PUBLIC AGENCIES

This report focuses on eight agencies operating in the Ross Valley Region as listed below and shown in Figure 2.1.

**Table 2-1: Ross Valley Regional MSR Agencies**

Ross Valley Agency Names
Town of San Anselmo
Town of Fairfax
Town of Ross
Ross Valley Fire Department
Sleepy Hollow Fire Protection District
Kentfield Fire Protection District
Flood Control Zone 9
County Service Area (CSA) 27

Together, these agencies provide a range of municipal services to the communities in which they serve, including (but not limited to):

#### Water

Water services include access to, treatment of, and distribution of water for municipal purposes. An in-depth review of countywide water services was prepared by Marin LAFCo in 2016.

#### Wastewater

Wastewater services include the collection, transmission, and treatment of wastewater. An in-depth review of wastewater services in the central Marin County was prepared by Marin LAFCo in 2017. The agencies included in this study were Central Marin Sanitation Agency, County Sanitary District No. 1, County Sanitary District No. 2, Las Gallinas Valley Sanitary District, Murray Park Sewer Maintenance District, San Rafael Sanitation District, and San Quentin Village Sewer Maintenance District.

### **Fire Protection and Emergency Services**

Fire protection and emergency services consist of firefighting and fire prevention, emergency medical response, hospital service, ambulance, and rescue services. These services are somewhat interrelated in nature and overlap in functional application.

### **Parks and Recreation Services**

Parks and recreation services include the provision and maintenance of parks and recreation services.

### **Open Space Management**

Open Space land is commonly set aside for recreation and stormwater management purposes, as well as for natural resource protection, preservation of cultural and historic resources, preservation of scenic vistas, and many other reasons.

### **Channel Maintenance**

Channel maintenance includes periodic dredging of creek channels.

### **Roadway Services**

Roadway services include construction, maintenance, planning of roads, and roadway lighting.

## **2.2 PLANS, POLICIES, STUDIES**

Key references and information sources for this study were gathered for each district considered. The references utilized in this study include published reports; review of agency files and databases (agendas, minutes, budgets, contracts, audits, etc.); Master Plans; Capital Improvement Plans; engineering reports; EIRs; finance studies; general plans; and state and regional agency information (permits, reviews, communications, regulatory requirements, etc.). Additionally, the LAFCo Executive Officer and Policy Analyst contacted each agency with requests for information.

The study area for this MSR includes communities within the City/Town as well as unincorporated areas adjacent to the city. In the areas entirely outside of the City, Marin County has the primary authority over local land-use and development policies (and growth). The Town of Fairfax, Town of San Anselmo, and Town of Ross have authority over land use and development policies within the City/Town. City, County, and Community plans were vital for the collection of baseline and background data for each agency. The following is a list of documents used in the preparation of this MSR:

- City and County General Plans
- Specific Plans
- Community Plans
- Agency databases and online archives (agendas, meeting minutes, website information)

## 2.3 AGENCY AND PUBLIC PARTICIPATION

Within the approved scope of work, this study has been prepared with an emphasis in soliciting outside public review and comment as well as multiple opportunities for input from the affected agencies. This included an agency startup meeting with Marin LAFCo, information requests sent to individual agencies, draft agency profiles also sent to agencies, and review of the draft report prior to Commission action.

This MSR is posted on the Commission’s website ([www.marinlafco.org](http://www.marinlafco.org)). It may also be reviewed at the LAFCo office located at 1401 Los Gamos Drive, Suite 220 in San Rafael during open hours.

**Table 2-2: Ross Valley Regional Agencies’ Meeting Information**

Tiburon Peninsula Municipal Service Review – Agency Transparency					
Agency	Governing Body	Meeting Date/Time	Meeting Location	Televised/Streaming	Website
Town of Fairfax	Town Council	1 <sup>st</sup> Wednesday at 7:00 p.m.	Women’s Club 46 Park Rd., Fairfax, CA 94930	<a href="https://www.townoffairfax.org/watch-live-2/">https://www.townoffairfax.org/watch-live-2/</a>	<a href="https://www.townoffairfax.org/departments/town-council/">https://www.townoffairfax.org/departments/town-council/</a>
Town of San Anselmo	Town Council	2 <sup>nd</sup> and 4 <sup>th</sup> Tuesday at 7:00 p.m.	Town Council Chambers 525 San Anselmo Avenue San Anselmo, CA 94960	<a href="https://sananselmo-ca.granicus.com/">https://sananselmo-ca.granicus.com/</a>	<a href="https://www.townofsansselmo.org/88/Town-Council">https://www.townofsansselmo.org/88/Town-Council</a>
Town of Ross	Town Council	2 <sup>nd</sup> Thursday at 6:00 p.m.	Town Council Chambers 31 Sir Francis Drake Blvd. Ross, CA 94957	N/A	<a href="https://www.townofross.org/towncouncil/page/town-council-meeting-161">https://www.townofross.org/towncouncil/page/town-council-meeting-161</a>
Ross Valley Fire Department	Board of Directors	2 <sup>nd</sup> Wednesday at 6:30 p.m.	Fire Station 19 777 San Anselmo Avenue San Anselmo, CA 94960	N/A	<a href="https://www.rossvalleyfire.org/about/board/board-meetings/50191-2020">https://www.rossvalleyfire.org/about/board/board-meetings/50191-2020</a>
Kentfield Fire Protection District	Board of Directors	3 <sup>rd</sup> Wednesday at 6:30 p.m.	Kentfield Fire Station 1004 Sir Francis Drake Blvd, Kentfield, CA 94904	N/A	<a href="https://www.kentfieldfire.org/board/meeting-agendas">https://www.kentfieldfire.org/board/meeting-agendas</a>
Sleepy Hollow Fire Protection District	Board of Directors	3 <sup>rd</sup> Thursday of Feb., May, Aug., Nov. at 5:00 p.m.	Varying Locations	N/A	<a href="https://www.shfpd.org/meetings">https://www.shfpd.org/meetings</a>
Flood Control Zone 9	Advisory Board	Once per year or more as needed	Varying Locations	N/A	<a href="https://www.marinwatersheds.org/creeks-watersheds/ross-valley-flood-protection-watershed-program/zone-9-advisory-board">https://www.marinwatersheds.org/creeks-watersheds/ross-valley-flood-protection-watershed-program/zone-9-advisory-board</a>
County Service Area (CSA) 27	Marin County Board of Supervisors	2 <sup>nd</sup> and 4 <sup>th</sup> Tuesday at 9:00 a.m.	3501 Civic Center Drive, Suite 329 San Rafael, CA 94903	<a href="https://cmcm.tv/livegov">https://cmcm.tv/livegov</a>	<a href="https://www.marincounty.org/depts/bs/meeting-archive">https://www.marincounty.org/depts/bs/meeting-archive</a>

## 2.4 WRITTEN DETERMINATIONS

The Commission is directed to prepare written determinations to address the multiple governance factors enumerated under G.C. Section 56430 anytime it prepares a municipal service review. These determinations are similar to findings and serve as independent statements based on information collected, analyzed, and presented in this study's subsequent sections. The underlying intent of the determinations is to identify all pertinent issues relating to the planning, delivery, and funding of municipal services as it relates to the Commission's role and responsibilities. An explanation of these seven determination categories is provided below.

### 1. Growth and Population

This determination evaluates existing and projected population estimates for the City of Belvedere, Town of Tiburon, and the adjacent unincorporated communities within the study area.

### 2. Location and Characteristics of any Disadvantaged Unincorporated Communities Within or Contiguous to the Sphere of Influence.

This determination was added by Senate Bill (SB) 244, which became effective in January 2012. A disadvantaged community is defined as an inhabited community of 12 or more registered voters having a median household income of 80 percent or less than the statewide median household income.

### 3. Capacity and Infrastructure

Also discussed is the adequacy and quality of the services provided by each agency, including whether sufficient infrastructure and capital are in place (or planned for) to accommodate planned future growth and expansions.

### 4. Financing

This determination provides an analysis of the financial structure and health of each service provider, including the consideration of rates and service operations, as well as other factors affecting the financial health and stability of each provider. Other factors considered include those that affect the financing of needed infrastructure improvements and compliance with existing requirements relative to financial reporting and management.

### 5. Shared Facilities

Opportunities for districts to share facilities are described throughout this MSR. Practices and opportunities that may help to reduce or eliminate unnecessary costs are examined, along with cost avoidance measures that are already being utilized. Occurrences of facilities sharing are listed and assessed for more efficient delivery of services.

### 6. Government Structure and Local Accountability

This subsection addresses the adequacy and appropriateness of existing boundaries and spheres of influence and evaluates the ability of each service provider to meet its demands under its existing government structure. Also included is an evaluation of compliance by each provider with public meeting and records laws (Brown Act).



**7. Other Matters Related to Effective or Efficient Service Delivery, as Required by Commission Policy**

Marin LAFCo has specified the sustainability of local agencies as a priority matter for consideration in this MSR. Sustainability is not simply about the environment but can consider the sustainability of an organization and its ability to continue to provide services efficiently for many years to come. Sustainable local governments that take practical steps to protect the environment and our natural resources through land conservations, water recycling and reuse, preservation of open space, and opting to use renewable energy are the key players in determining the sustainability of the region.

In addition, other matters for consideration could relate to the potential future SOI determination and/or additional effort to review potential advantages or disadvantages of consolidation or reorganization.

A summary of determinations regarding each of the above categories is provided in Chapter 3 of this document and will be considered by Marin LAFCo in assessing potential future changes to an SOI or other reorganization.

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## 3.0 DETERMINATIONS

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### **1. Growth and population projections for the affected area.**

a) Anticipated growth in the study area is projected to be minimal. All three of the municipalities in the study area are essentially built out at this time. The Town of Ross has been growing at an average annual rate of less than 1% over the past decade and is projected to have less than .5% annual growth rate in the coming decade. The Town of San Anselmo experienced a small regression in population totals between 2000 and 2010 and saw only a .2% annual growth rate between 2010 and 2020. The projected annual growth rate for the Town through 2040 is less than .3%. The Town of Fairfax has had an annual growth rate of less than .6% for the past 4 decades. The projected annual growth rate through 2030 is less than .4%.

b) The expected population and growth rate in unincorporated spaces around the study area is all fairly minimal. The community of Sleepy Hollow saw an 8% population decline between 2010 and 2018 and the community of Kentfield has seen an annual growth rate of less than 1% over the course of the past decade.

### **2. The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.**

a) There are no identified DUCs within the study area.

### **3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged unincorporated communities within or contiguous to the sphere of influence.**

a) As noted above, there are no unincorporated communities within the study area that have been identified as disadvantaged.

### **4. Financial ability of agencies to provide services.**

a) The Town of San Anselmo, Town of Ross, Town of Fairfax, Kentfield Fire Protection District, Sleepy Hollow Fire Protection District, Ross Valley Fire Department, County Service Area 27, and Flood Control Zone 9 all prepare annual budgets and prepare financial statements in accordance with established governmental accounting standards. The Town Councils, KFPD, SHFPD, RVFD Boards, and the County Board of Supervisors, acting as the Board for the Marin County Flood Control and Water Conservation District, may amend their budgets by resolution during the fiscal year in

order to respond to emerging needs, changes in resources, or shifting priorities. Expenditures may not exceed appropriations at the fund level, which is the legal level of control.

b) The Town Managers, Fire Chiefs, and County Administrative Officer are authorized to transfer budgeted amounts between accounts, departments or funds under certain circumstances, however; the Town Councils, Special District Boards, Joint Powers Authority Board, and County Board of Supervisors, acting as the Board for the Marin County Flood Control and Water Conservation District, must approve any increase in the operating expenditures, appropriations for capital projects, and transfers between major funds and reportable fund groups. Audited financial statements are also prepared for each agency by independent certified public accounting firms.

c) While additional revenues are needed to provide some services and maintain infrastructure covered in this MSR, the agencies meet their financial responsibilities to provide services.

#### **5. Status of, and opportunities for, shared facilities.**

a) No specific opportunities for shared facilities that would prove advantageous to both participating parties were identified in the course of this study.

#### **6. Accountability for community service needs, including governmental structure and operational efficiencies.**

a) In the time allotted prior to the sunset of the current Memorandum of Understanding between the Ross Valley Fire Department and the County of Marin in 2023, A working group should be formed between Marin LAFCo, each of the member agencies comprising the Ross Valley Fire Department, the Kentfield Fire District, as well as the Central Marin Fire Authority, to explore the option of creating a new independent or dependent single fire services district for the Ross Valley region. This new district would also assume responsibility for paramedic services. From a high level, the immediately apparent advantages to this action are as follows:

- **Service Level, Operations, or Efficiency:** Increased organizational scale may allow reductions in management costs, greater efficiency in overtime control, unified training, and reduction in equipment and procedural redundancies. Additionally, a reduced reliance on mutual aid.

- **Cost Savings:** Reduced personnel costs (chief officers); elimination of redundant purchases for apparatus, reduced maintenance of reserve equipment, building space, training facilities, and other supplies. Also the opportunity for unified information

management services.

- **Political Accountability:** Direct representation, election of district members (independent district only). District board may be expanded to include board members of predecessor agencies. Consolidations would require voter approval unless there is unanimous consent of consolidating boards.

Some of the obstacles that present themselves from an initial analysis look include:

- **Cost Savings:** Requires permanent transfer of property tax revenues from cities to the new district. Financial equity may be difficult to attain for all involved agencies. It may require new special tax measures in some areas. Possible aggregate increases in cost of employee benefits.

- **Political Accountability:** Complex implementation likely to require a step-by-step consolidation process. Loss of ability to weigh competing service priorities in multi-purpose agencies (i.e. cities).

While a special study on this particular endeavor is warranted, if not necessitated, preliminary dialogue between the proposed agencies and Marin LAFCo to begin vetting some of the high-level issues is encouraged as soon as possible.

b) Both the Towns of Fairfax and San Anselmo have multiple small pockets of inhabited unincorporated space (island) that are significantly surrounded by the Town and that are contiguous with their current jurisdictional boundaries. In the cases of both towns, access to the unincorporated area can be gained only by way of going directly through the towns themselves. Marin LAFCo's Unincorporated Island policy encourages annexations of islands to cities, where supported by the island community, to further reduce and/or eliminate islands to provide more orderly local governmental boundaries and cost-efficiencies. However, Marin LAFCo will not independently proceed with an entire island annexation to a municipality where local residents have voiced opposition. Marin LAFCo staff, in December 2019, met with a few key community leaders of the San Anselmo unincorporated island area along San Francisco Boulevard. While they understood the relationship between their area and the Town, they did not think people in the area would want to be annexed at this time. In addition, LAFCo staff met with the Oak Manor Home Owners Association Board in February 2020. The group was not opposed to the general concept, however, they voiced concerns over the prospect of annexation. At this time, Marin LAFCo recommends that town staff members explore the willingness of residents within these unincorporated spaces to consider annexation by way of meeting with community groups within the areas, as well as examining their own ability to extend services to these areas if they are not already doing so unofficially.

**7. Any other matter related to effective or efficient service delivery, as required by commission policy**

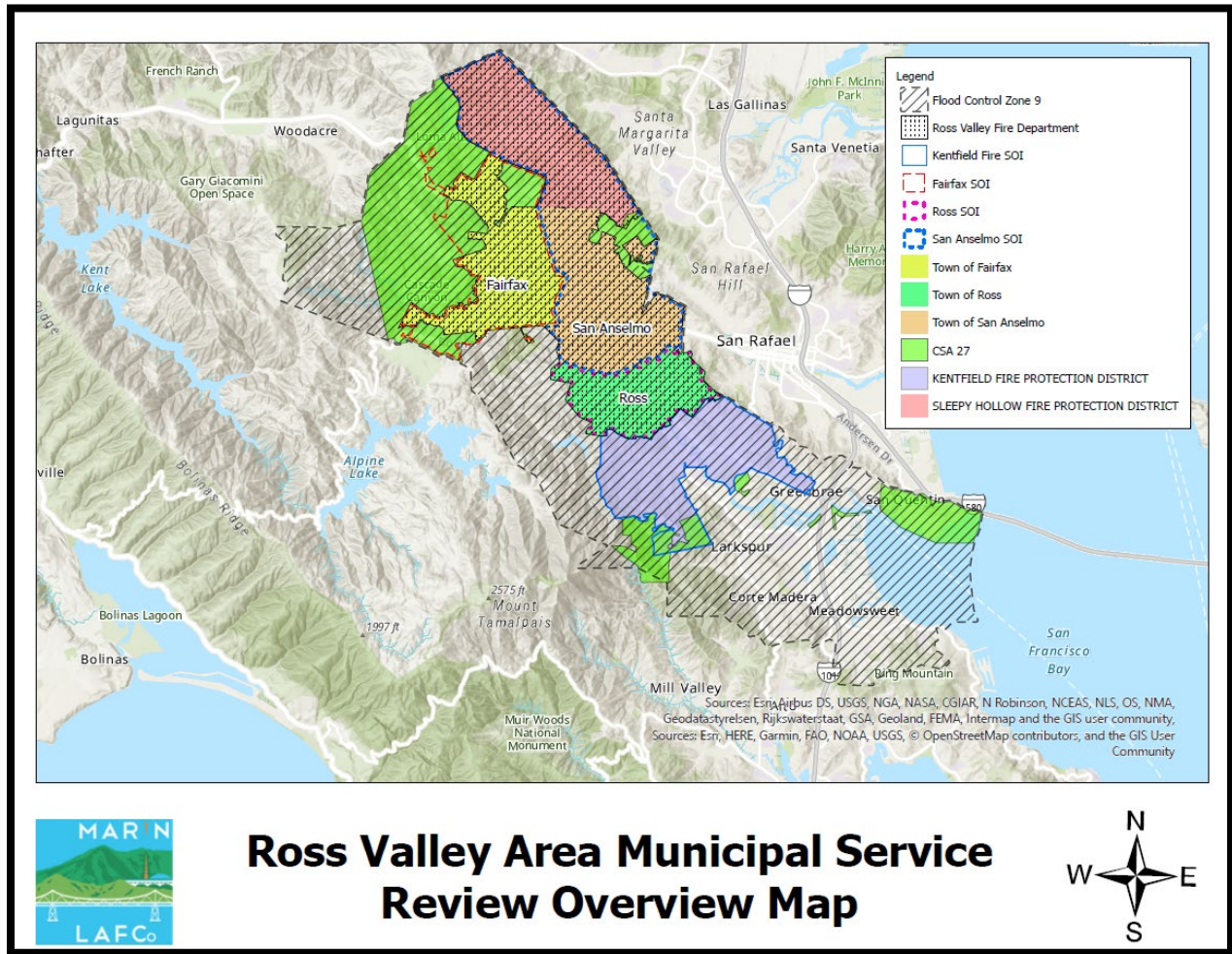
a) The Town of Fairfax should internally review its current practices for posting public documents on its website. At this time there are multiple documents, in particular, the entirety of the financial documents posted, that are simply scanned images of the documents themselves. This renders the document unrecognizable to screen readers or basic search functionality within the document which is a requirement for compliance under Title II of the Americans with Disabilities Act (ADA). Town staff is aware of the issue and is exploring options to address the formatting of its online documents.

b) There are multiple parcels along the area of Crest Road on the boundary of the Town of Ross and the Town of San Anselmo that are either split by the jurisdictional boundary or, in one particular case, has a structure that sits on two separate parcels that are on either side of the boundary and the boundary splits the structure itself. A working group between the Town of Ross staff, Town of San Anselmo staff, parcel owners, and Marin LAFCo should be formed in order to address these boundary irregularities and ensure that the collection of any property or parcel tax is ending up with the correct jurisdiction.

c) CSA 27's membership in the Ross Valley Paramedic Authority led Marin LAFCo staff to discover that public documents available on the Authority's site, including budgets, audits, and meeting agendas/minutes, are outdated at this time. The most recent budget posted dates to FY 2015-16, the most recent audit from the year ended June 30, 2014, and the most recent meeting materials from May of 2017. While RVPA as a full entity is not being reviewed in this document, in light of CSA 27's membership in the Authority and with CSA 27 receiving a full review in this study, staff recommends that RVPA make efforts to update and maintain its website with current public documentation in order to allow for greater public transparency.

## 4.0 REGIONAL SETTING

**Figure 4-1: Ross Valley Municipal Service Review Overview Map**



The Ross Valley Municipal Service Review (MSR) study area consists of Marin County’s central valley serving the Fairfax, San Anselmo, Ross, Sleepy Hollow, and Kentfield communities. Sir Francis Drake Boulevard is the major tie that binds the communities together. Eight public agencies, including Flood Control Zones (FCZ), are included (See Figure 4.1). Additionally, there are a handful of agencies that serve small pockets within the region that are not reviewed in this document but are either scheduled to be reviewed in upcoming MSRs or have been recently reviewed by previous MSRs. These agencies include Marin Municipal Water District and Ross Valley Sanitary District.

A few distinct communities lie within and adjacent to the Ross Valley study area. These communities are served by a number of municipal service providers that have been established over time to meet local conditions and needs. While jurisdictional boundaries define the

geographical extent of an agency’s authority and responsibility to provide services, there are several instances of overlapping boundaries and service responsibilities in the study area. These service arrangements and relationships for providing fire protection, parks and recreation, open space management, and other municipal services within the study area are described in this report. In an urban area such as central Marin County, land use, transportation, and environmental problems transcend the boundaries of individual cities. Many of these issues can be solved only through a pooling of effort that cuts across jurisdictional and geographical boundaries.

Within the study area, all incorporated and unincorporated communities are within the current boundary or service area of fire protection and emergency medical service providers. The only developed areas not provided sanitary sewer service are two parcels in the southwest edge of the Town of Ross. The Marin Municipal Water District provides water for domestic use and fire-flow to the entire Ross Valley study area.

East of the study area is the City of San Rafael. To the north and west of the study area is the protected open space preserves. To the south of the study area lies the City of Larkspur and Town of Corte Madera.

#### **4.1 UNINCORPORATED ISLANDS**

The State Legislature has recognized that pockets of unincorporated territory that are surrounded or substantially surrounded by incorporated cities, typically known as “islands”, create governance and service delivery inefficiencies and deficiencies. Marin LAFCo’s Unincorporated Island policy encourages annexations of islands to cities, where supported by the island community, to further reduce and/or eliminate islands to provide more orderly local governmental boundaries and cost-efficiencies. However, Marin LAFCo will not independently proceed with an entire island annexation to a municipality where local residents have voiced opposition.

There are two unincorporated islands in the Ross Valley region: the Oak Manor Drive neighborhood in the northeast area of the Town of Fairfax, and the Sacramento Avenue/San Francisco Boulevard area in the northeast area of the Town of San Anselmo. Marin LAFCo staff, in December 2019, met with a few key community leaders of the San Anselmo unincorporated island area along San Francisco Boulevard. While they understood the relationship between their area and the Town, they did not think people in the area would want to be annexed at this time. In addition, LAFCo staff met with the Oak Manor Home Owners Association Board in February 2020. The group was not opposed to the general concept, however, they voiced concerns over the prospect of annexation.

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## 5.0 TOWN OF SAN ANSELMO

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### 5.1 OVERVIEW

The Town of San Anselmo is centrally located in the heart of Ross Valley in central Marin County. Approximately 20 miles north of San Francisco, San Anselmo is bordered to the east by the City of San Rafael, to the west by the Town of Fairfax, and to the south by the Town of Ross. The oldest town in the Ross Valley area, with an estimated population<sup>2</sup> of 12,519, San Anselmo saw its greatest population increase (approximately 2,400 residents) in the 1950s. Today, with a jurisdictional boundary of 2.66 square miles, the Town is predominantly built out.

San Anselmo provides a range of municipal services, including police, parks and recreation, road maintenance and construction, street sweeping and lighting, and library. Other municipal services to the town are provided by various special districts and joint powers agreements.

**Table 5-1: Town of San Anselmo Overview**

Town of San Anselmo Overview	
<b>Town Manager:</b>	David Donery
<b>Main Office:</b>	525 San Anselmo Avenue, San Anselmo
<b>Council Chambers:</b>	525 San Anselmo Avenue, San Anselmo
<b>Formation Date:</b>	April 9, 1907
<b>Services Provided:</b>	Police, Parks & Recreation, Street Maintenance, Community Development, Library
<b>City Boundary:</b>	2.66 sq. mi. city limit; 5.54 sq. mi SOI
<b>Population Served:</b>	12,519

### 5.2 FORMATION AND DEVELOPMENT

During the late 1800s, the area of San Anselmo was primarily open, grassy, cattle grazing land. On July 25<sup>th</sup>, 1874, that all changed when the North Pacific Coast Railroad completed the Sausalito-San Rafael section of its line. At San Anselmo, the track branched east to San Rafael and also west to Fairfax and beyond to one of the largest towns in the county at the time, Tomales. The town spent years being referred to simply as Junction, but in 1883 it garnered the name San Anselmo. The first true population growth in the area came in 1892 when the San Francisco Theological Seminary was completed.

After the 1906 earthquake and fire, residents of San Francisco with summer homes in San Anselmo became permanent transplants to the town. With more and more people rooting their lives in San Anselmo, in 1907 the vote to incorporate passed with a tally of 83-79<sup>3</sup>. Soon after, a volunteer fire department, town hall, and chamber of commerce were constructed. With the opening of the

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<sup>2</sup> [Bay Area Census, Decennial Census Data](#)

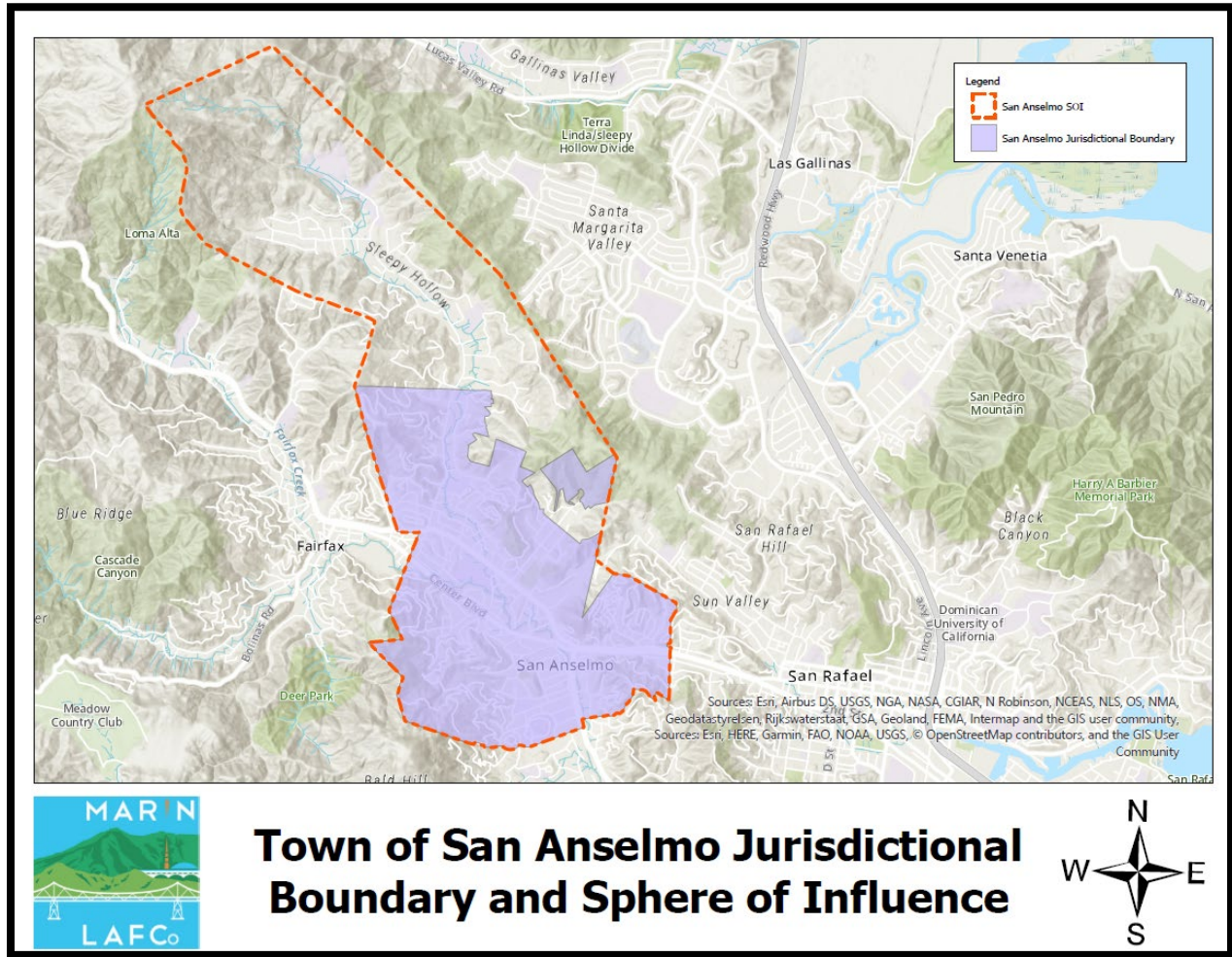
<sup>3</sup> [A Short History of San Anselmo](#)



Golden Gate Bridge in 1937, San Anselmo began to see its largest population boom. The total number of residents ballooned throughout the '40s and '50s, eventually leveling off at close to 12,000 in the early '60s, where it continues to hover around today.

### 5.3 JURISDICTIONAL BOUNDARY AND SPHERE OF INFLUENCE

Figure 5-1: Town of San Anselmo Boundaries



The current Town of San Anselmo jurisdictional boundary is roughly 2.66 square miles<sup>4</sup> (1,706 acres). A majority of the western border is contiguous with that of the Town of Fairfax. The northern area of the Town is bordered by the unincorporated space of Sleepy Hollow. The City of San Rafael flanks San Anselmo to the east and the Town of Ross extends along its boundary to the south.

Originally established in 1973 and most recently updated in 2007, San Anselmo's Sphere of Influence (SOI) extends well beyond the jurisdictional boundary to the north, encompassing the census-designated place of Sleepy Hollow. In total, the SOI is 5.54 square miles (3,545 acres).

<sup>4</sup> [Marin Map Viewer, Cities](#)

Sleepy Hollow currently enjoys well-established service relationships with the Town. Despite sharing a large stretch of its boundary with the City of San Rafael, Sleepy Hollow is within the SOI of San Anselmo as the majority of the access points to the area flow through San Anselmo. Additionally, while Sleepy Hollow residents have some of their own recreational programs and facilities through a private community association, the Sleepy Hollow Homes Association, the Town's recreational and library programs are also available to Sleepy Hollow residents.

## 5.4 POPULATION AND GROWTH

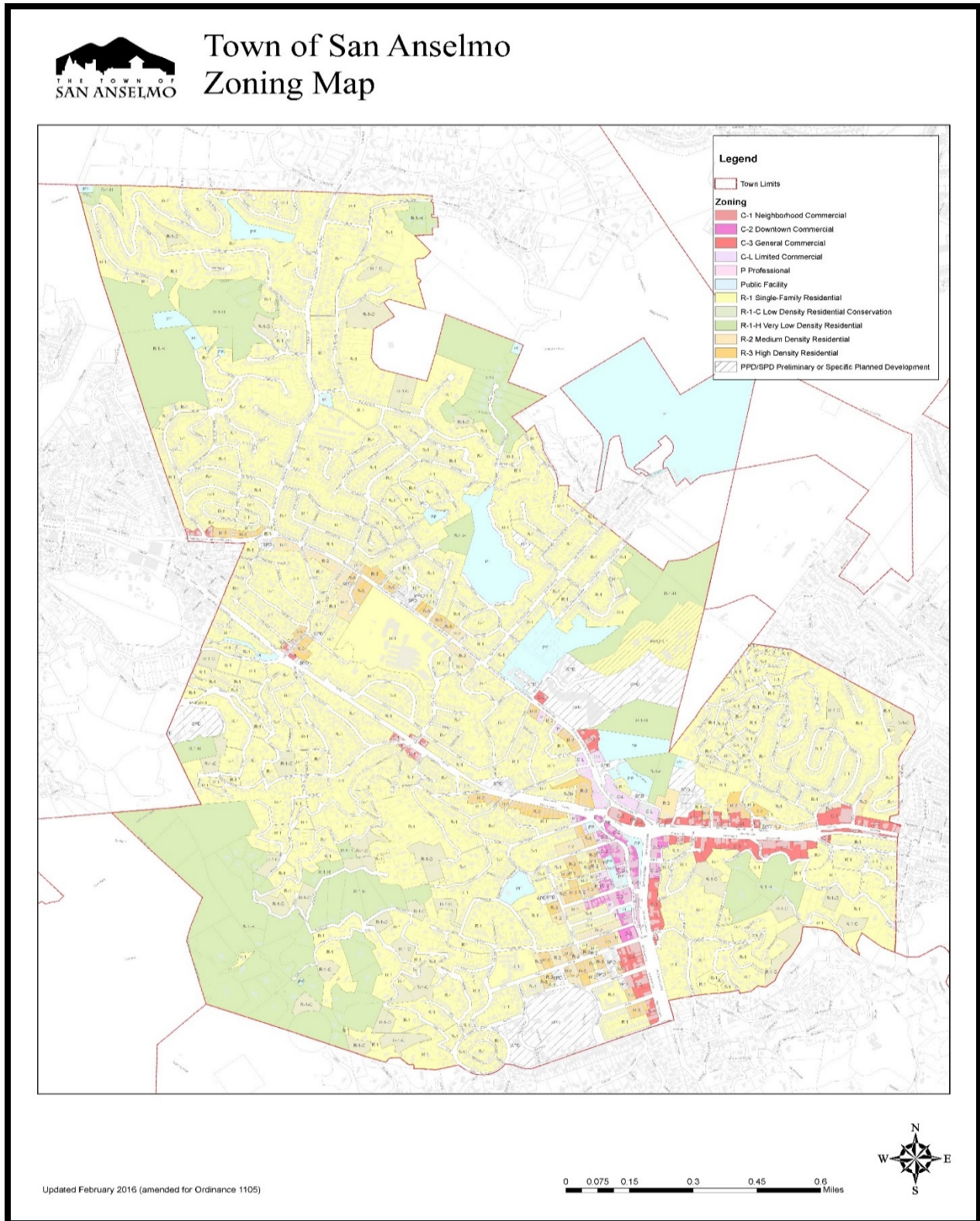
The Town of San Anselmo is essentially built out at this time. The official count from the 2010 Census put the Town's population<sup>5</sup> at 12,318. Since then, population estimates have held fairly steady, with the 2018 estimate of 12,580. With a majority of the Town's current zoning being single-family residential and very low-density residential, the current projection is for the population number to remain fairly stagnant<sup>6</sup> into the foreseeable future. A map of the zoning for the Town can be seen below in figure 5-2.

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<sup>5</sup> [Bay Area Census, Decennial Census Data](#)

<sup>6</sup> [Town of San Anselmo Housing Element – May 2015; Pg. 14](#)

Figure 5-2: Town of San Anselmo Zoning Map



## 5.5 ORGANIZATION STRUCTURE

### Governance

San Anselmo operates under a council-manager form of government, in which legislative and policy functions are vested in the Town Council while the Town Manager conducts the day to day town business. The Town Council is comprised of 5 members. Mayor and Vice-Mayor are chosen by a vote of the Council. All members are currently serving 3-year terms due to an ordinance adopted in March of 2017 that moved the Town’s municipal elections<sup>7</sup> from November of odd-numbered years to November of even-numbered years. The change was phased in by electing Town officers for 3-year terms during the following two election cycles and returning to the standard 4-year terms in the November 2020 election. As such, all Town Council members elected in 2017 and 2019 are operating under 3-year terms.

Town Council duties include establishing legislation and policies governing the Town; adopting all ordinances, resolutions and major contracts; approving and modifying annual budgets; making appointments to advisory boards, commissions, and committees; and appointing the Town Manager. Town Council meetings are regularly scheduled for the second and fourth Tuesday of each month at 7:00pm in the San Anselmo Town Council Chambers located at 525 San Anselmo Avenue.

**Table 5-2: Town of San Anselmo Town Council**

Member	Position	Term End
Ford Greene	Mayor	November, 2022
Brian Colbert	Vice Mayor	November, 2020
John Wright	Member	November, 2020
Alexis Fineman	Member	November, 2020
Steve Burdo	Member	November, 2022

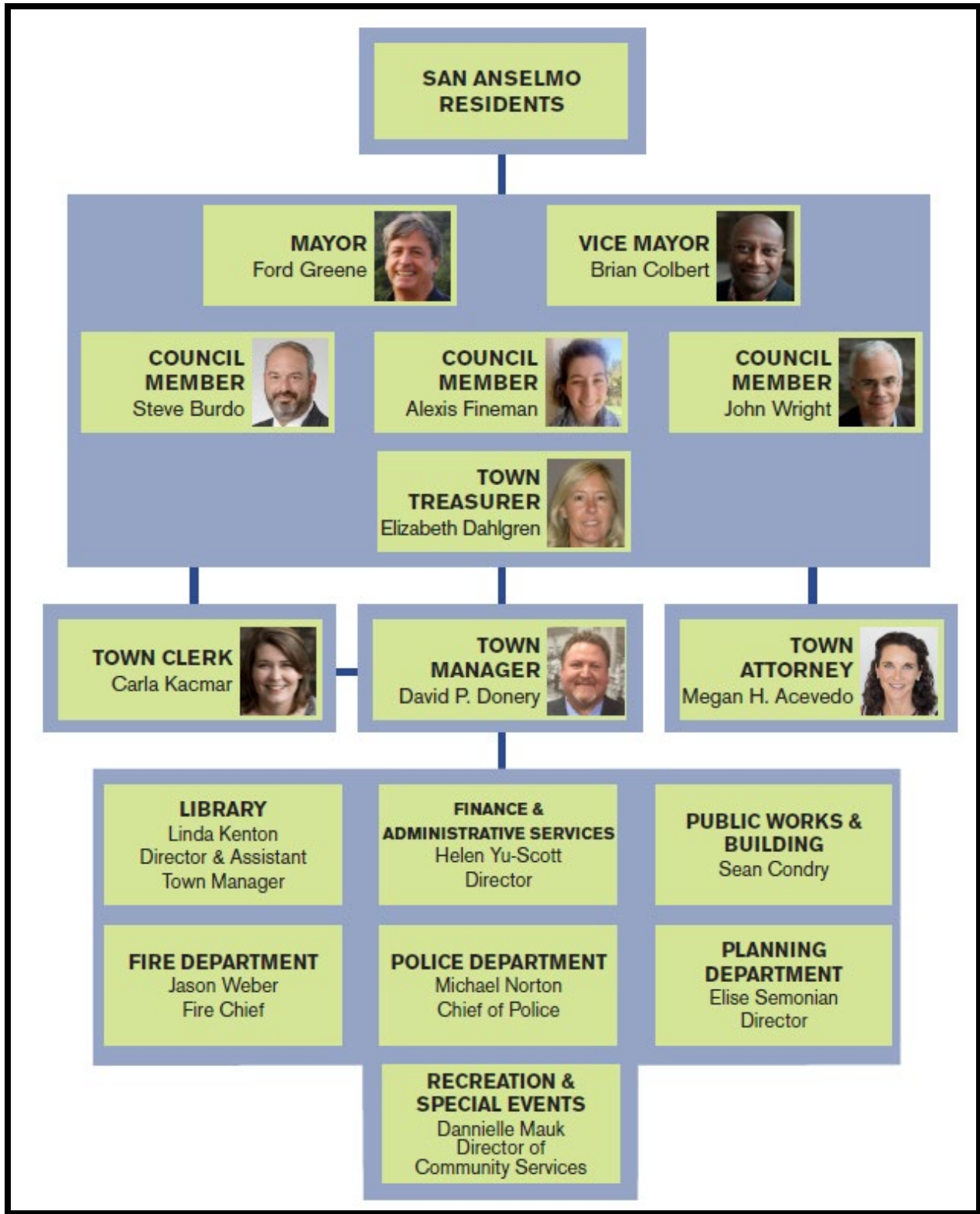
### Administration

The Town Manager is appointed by the Town Council and is responsible for Town operations management and policy implementation on behalf of the Town Council. The Town Manager is an at-will employee and administers the Town of San Anselmo’s departments. The current staffing level is 39.33 Full-Time Equivalent<sup>8</sup> (FTE) employees. The Town’s organization chart can be seen below in figure 5-3.

<sup>7</sup> [Town of San Anselmo- Town Council](#)

<sup>8</sup> [Town of San Anselmo: Budget and Work Plan 2020-2021](#)

Figure 5-3: Town of San Anselmo Organizational Chart



## 5.6 ACCOUNTABILITY AND TRANSPARENCY

When conducting service reviews and reviewing proposals, LAFCo considers an agency's accountability for community service needs, including governmental structure, operational efficiencies, financial resources, and promoting public access. The Town offers multiple ways to keep citizens informed about services, meetings, finances, and decision-making processes. Public notices are posted on the website. Past meeting agendas and meeting minutes can be found in the Public Meeting Information section of the Town's website. The public may also provide verbal comments or concerns by phone or in person at Town Hall during business hours and/or at Town Council meetings during the public comment period.

## 5.7 MUNICIPAL SERVICES

The Town of San Anselmo provides a range of municipal services such as parks and recreation, police, road maintenance, streets sweeping/lighting, and library services. The Town also partners with outside agencies for the provision of certain municipal services including water treatment and distribution, wastewater collection, treatment and disposal, garbage collection, and fire protection and emergency response. A description of these services is provided below.

### Fire and Emergency Response

Fire-related services and emergency medical response for the Town of San Anselmo are provided by the Ross Valley Fire Department (RVFD), a joint powers authority encompassing the towns of San Anselmo, Fairfax, and Ross, as well as the unincorporated county area known as Sleepy Hollow. The percentages<sup>9</sup> of the Fire Department budget for the four members are San Anselmo 40.53%, Fairfax 23.30%, Ross 23.37%, and Sleepy Hollow 12.80%. For FY 2019-20, San Anselmo's projected expenditures for RVFD are \$4,310,657, 25.2% of projected General Fund expenditures for the Town, and an increase of \$222,882 (5.45%) from FY 2018-19. RVFD, and all of its correlating services to the Town of San Anselmo, receive a full review in Section 8 of this document.

### Law Enforcement

The Town of San Anselmo receives law enforcement and dispatch services by way of a joint powers authority originally known as the Twin Cities Police Authority and now named the Central Marin Police Authority (CMPA). The Authority provides services to San Anselmo, Corte Madera, and Larkspur. The agency is governed by the Police Council, which is comprised of two members from each of the City/Town Councils of San Anselmo, Corte Madera, and Larkspur.

An annual budget is adopted by the CMPA Council and funded through assessments to the three members. The costs for administration, communications, and investigations are shared on an equal basis with each member paying one-third. The costs for field operations, juvenile/school resource

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<sup>9</sup> [Town of San Anselmo: Budget and Work Plan 2019-2020; Pg. 57](#)

officer, and traffic are allocated according to a funding formula based upon the number of calls for service, total crimes, citations, and accidents on a rolling three-year period. This method of cost allocation ensures that if one member has additional patrol field needs, the costs are fairly allocated to the town/city receiving the services.

The percentages of the Police Authority budget<sup>10</sup> for the three members are San Anselmo 38.43%, Larkspur 33.71%, and Corte Madera 27.86%. Projected expenditures for FY 2019-20 for police services are \$4,540,998, 26.6% of General Fund expenditures for the Town, an increase of \$167,790 (3.56%) from FY 18-19. A breakdown of the CMPA costs to the Town for the past three fiscal years can be seen in figure 5-4 below. The increase in the CMPA FY 2019-20 budget is attributed to increases in:

- Patrol overtime to offset staffing shortages.
- PERS lump sum payments to pay down the PERS unfunded liability for all current and retired employees.
- PERS employer rate payments for current employees.
- Salaries for current full-time employees and additional bargained for costs, pursuant to the Memorandum of Understanding agreed to in 2018.
- Marin County Sheriff’s Office for contracting of dispatch services
- Bay Cities Joint Powers Insurance Authority for workers’ compensation and liability coverage.
- Part-time employee costs
- Contract Services to offset rising technology costs.

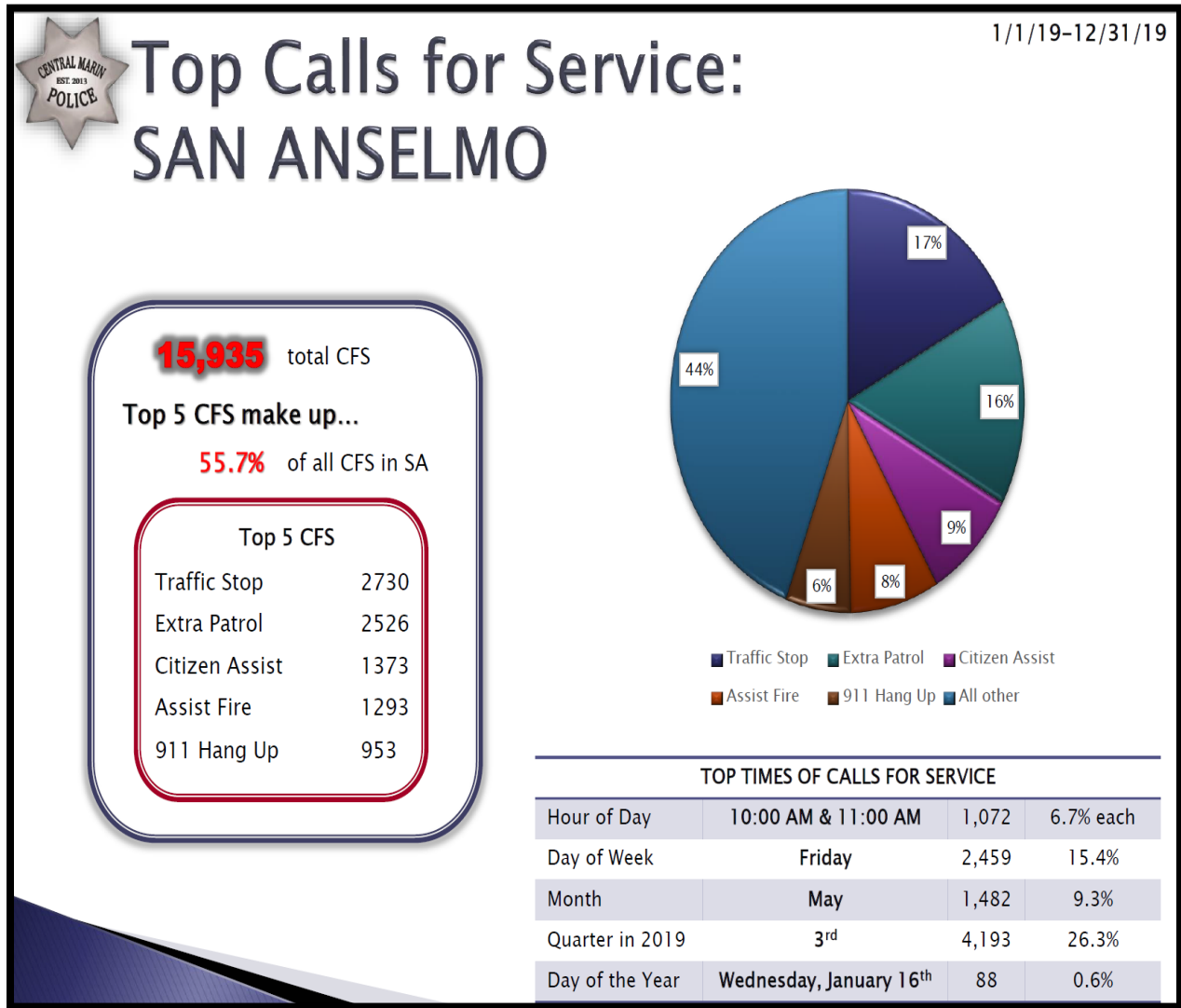
**Figure 5-4: Town of San Anselmo Police Department General Fund Expenditures**

<b>GENERAL FUND PUBLIC SAFETY - POLICE</b>										
			2017-2018		2018-2019		2018-2019		2019-2020	
			Actuals	% Total	Revised Budget	% Total	Estimated Actuals	% Total	Budget	% Total
Services and Supplies										
Police Services Contract			4,179,692	99.86%	4,384,691	100.00%	4,384,691	100.00%	4,540,998	100.00%
Building Maintenance			3,702	0.09%	-	0.00%	-	0.00%	-	0.00%
Supplies			2,043	0.05%	-	0.00%	-	0.00%	-	0.00%
<b>SERVICES &amp; SUPPLIES</b>			<b>4,185,437</b>	<b>100.00%</b>	<b>4,384,691</b>	<b>100.00%</b>	<b>4,384,691</b>	<b>100.00%</b>	<b>4,540,998</b>	<b>100.00%</b>
<b>TOTAL BUDGET</b>			<b>4,185,437</b>	<b>100.00%</b>	<b>4,384,691</b>	<b>100.00%</b>	<b>4,384,691</b>	<b>100.00%</b>	<b>4,540,998</b>	<b>100.00%</b>

<sup>10</sup> [Town of San Anselmo: Budget and Work Plan 2019-2020; Pg. 61](#)

In calendar year 2019, CMPA received 15,935 calls for service within the Town of San Anselmo. A more detailed illustration of those calls can be seen below in figure 5-4. CMPA will receive a full review by Marin LAFCo in FY 2020-2021.

Figure 5-5: Town of San Anselmo Police Department Calls for Service



## Public Works

The Public Works Department’s municipal service responsibilities include maintenance of the Town’s facilities, public works capital projects, routine maintenance of the Town’s streets, median islands, parking lots, storm drains, and street sweeping, emergency preparedness and response to storms, and maintenance of the Town’s parks. The department is comprised of two divisions: Streets and Parks Maintenance Division and Engineering Division.

The Streets and Parks Maintenance Division is responsible for the maintenance, repair, and upkeep of Town roads, drainage system, medians, signage, street and curb painting, as well as the maintenance of the Town’s parks, open space, and the Town Hall plaza area. This division is also responsible for



the development of improvements for most of the Town’s parks and community gathering areas to further serve public needs and enhance existing landscapes. These efforts include reduction of fire fuel and improvement of accessibility for disabled persons in Town parks and public gathering areas. Some of the major accomplishments of the Streets and Parks Maintenance Division in FY 2018-19 are:

- Obtained a new program called Dude Solutions to track and more efficiently get routine work completed along with resident and other department requests.
- Storm and flood control preparedness and response by the Streets and Parks crew was streamlined and showed marked improvement.

In FY 2019-20, the major goals set for the Division includes the following:

- Focus on internal operations and continue to improve productivity and efficiency through teamwork, cross training and accountability, and the implementation of scheduling software.
- Continue to be proactively working with residents, utilities, and contractors to abate traffic safety and other hazards in the public right of way.
- Continue training and work on storm water improvements as required by the State, while looking for ways to improve maintenance on the medians and parks, along with ADA improvements in the parks and buildings.
- Improve maintenance of medians and parks.

The Streets and Parks Maintenance division employs 6 full-time equivalent (FTE) workers. Appropriations from the Town’s General Fund for the division for FY 2019-20 amount to \$1,287,629, which is a slight decrease from the actuals for FY 2018-19 of \$1,320,099. A full breakdown of the division’s budget can be seen in figure 5-6 below.

**Figure 5-6: Town of San Anselmo Department of Public Works Street and Park Maintenance Budget**

<b>GENERAL FUND PUBLIC WORKS - STREET AND PARK MAINTENANCE</b>										
			2017-2018		2018-2019		2018-2019		2019-2020	
			Actuals	% Total	Revised Budget	% Total	Estimated Actuals	% Total	Budget	% Total
<b>Labor Costs</b>										
Salaries			378,711	30.50%	403,407	33.10%	403,407	30.56%	417,930	32.46%
Temporary Help			36,542	2.94%	-	0.00%	17,285	1.31%	30,000	2.33%
Overtime			4,221	0.34%	-	0.00%	4,717	0.36%	-	0.00%
Retirement			33,855	2.73%	37,445	3.07%	37,445	2.84%	41,600	3.23%
Benefits			118,052	9.51%	128,434	10.54%	128,434	9.73%	124,165	9.64%
Payroll Taxes			32,606	2.63%	30,707	2.52%	30,707	2.33%	34,945	2.71%
<b>LABOR COSTS</b>			<b>603,987</b>	<b>48.65%</b>	<b>599,993</b>	<b>49.22%</b>	<b>621,995</b>	<b>47.12%</b>	<b>648,640</b>	<b>50.37%</b>
<b>Services and Supplies</b>										
Training			893	0.07%	2,500	0.21%	2,092	0.16%	2,500	0.19%
Outside Services			304,952	24.56%	359,099	29.46%	463,804	35.13%	379,099	29.44%
Equipment Maintenance			412	0.03%	2,400	0.20%	2,677	0.20%	2,500	0.19%
Building Maintenance			21,946	1.77%	14,200	1.17%	13,588	1.03%	14,200	1.10%
Vehicle Maintenance			84,870	6.84%	34,000	0.00%	26,000	1.97%	34,000	2.64%
Utilities			138,636	11.17%	123,990	10.17%	135,590	10.27%	123,990	9.63%
Supplies			85,790	6.91%	81,700	6.70%	53,353	4.04%	81,700	6.34%
Equipment Rental			97	0.01%	1,000	0.08%	1,000	0.08%	1,000	0.08%
<b>SERVICES &amp; SUPPLIES</b>			<b>637,596</b>	<b>51.35%</b>	<b>618,889</b>	<b>50.78%</b>	<b>698,104</b>	<b>52.88%</b>	<b>638,989</b>	<b>49.63%</b>
<b>TOTAL BUDGET</b>			<b>1,241,583</b>	<b>100.00%</b>	<b>1,218,882</b>	<b>100.00%</b>	<b>1,320,099</b>	<b>100.00%</b>	<b>1,287,629</b>	<b>100.00%</b>

The Engineering Division is responsible for administering public works projects, providing cost-effective engineering management of Town infrastructure within budget limits, delivery of accurate, reliable, and timely plan/permit review, and inspection services as required by the Building Code in accordance with the expectations of the Town Council and the Community. In FY 2019-20, the major goals for the division includes the following:

- The Complete the Bolinas Avenue Drainage Project and begin preparation for paving.
- Continue working on Flood Control including the San Anselmo Creek Restoration project along with bridge replacement designs.
- Continue improving Town roads and the trend for increasing Pavement Condition Index along with completing the design and construction of the Red Hill Median and incorporating stormwater projects into street repaving projects.

The Engineering Division employs 6.25 FTEs. One of the Assistant Public Works Directors is assigned to road projects at a half time rate; thus half the salary is reflected in the Road Maintenance fund. The other Assistant Public Works Director position is reflected full time in Road Maintenance. Additionally, the Building Supervisor is assigned primarily to Engineering and Inspection (80%) and spends a portion of his time on the Isabel Cook Complex (10%) and Robson House (10%). Appropriations from the Town’s General Fund for the Division for FY 2019-20 amount to \$1,342,015, which is a decrease from FY 2018-19 actuals of \$1,499,253. A full breakdown of the division’s budget can be seen in figure 5-7 below.

Figure 5-7: Town of San Anselmo Department of Public Works Engineering Budget

GENERAL FUND PUBLIC WORKS - ENGINEERING INSPECTION									
		2017-2018		2018-2019		2018-2019		2019-2020	
		Actuals	% Total	Revised Budget	% Total	Estimated Actuals	% Total	Budget	% Total
<b>Labor Costs</b>									
Salaries		541,433	45.95%	736,941	50.21%	653,500	43.59%	683,150	50.90%
Temporary Help		-	0.00%	-	0.00%	2,240	0.15%	-	0.00%
Overtime		4,183	0.35%	-	0.00%	2,050	0.14%	-	0.00%
Retirement		47,908	4.07%	68,214	4.65%	54,700	3.65%	61,950	4.62%
Benefits		105,547	8.96%	140,405	9.57%	151,930	10.13%	147,200	10.97%
Payroll Taxes		39,724	3.37%	53,546	3.65%	55,147	3.68%	51,115	3.81%
<b>LABOR COSTS</b>		<b>738,795</b>	<b>62.70%</b>	<b>999,106</b>	<b>68.07%</b>	<b>919,567</b>	<b>61.34%</b>	<b>943,415</b>	<b>70.30%</b>
<b>Services and Supplies</b>									
Training		13,541	1.15%	6,000	0.41%	6,000	0.40%	8,000	0.60%
Outside Services		375,285	31.85%	396,200	26.99%	482,064	32.15%	320,000	21.34%
Publications and Dues		558	0.05%	1,750	0.12%	1,750	0.12%	1,750	0.13%
Equipment Maintenance		2,868	0.24%	3,500	0.24%	5,000	0.33%	5,000	0.37%
Building Maintenance		15,881	1.35%	17,325	1.18%	39,022	2.60%	20,000	1.49%
Vehicle Maintenance		-	0.00%	500	0.00%	-	0.00%	500	0.04%
Utilities		18,400	1.56%	26,350	1.80%	26,350	1.76%	26,350	1.96%
Supplies		13,018	1.10%	17,000	1.16%	19,500	1.30%	17,000	1.27%
<b>SERVICES &amp; SUPPLIES</b>		<b>439,551</b>	<b>37.30%</b>	<b>468,625</b>	<b>31.93%</b>	<b>579,686</b>	<b>38.66%</b>	<b>398,600</b>	<b>29.70%</b>
<b>TOTAL BUDGET</b>		<b>1,178,346</b>	<b>100.00%</b>	<b>1,467,731</b>	<b>100.00%</b>	<b>1,499,253</b>	<b>100.00%</b>	<b>1,342,015</b>	<b>100.00%</b>

## Water

Water services to the Town of San Anselmo are provided by the Marin Municipal Water District (MMWD), an independent special district, which is a separate local agency from the Town of San Anselmo. The District's services are reviewed separately in Marin LAFCo's Countywide Water Service Study (2016). This study can be viewed at [marinlafco.org](http://marinlafco.org).

MMWD's jurisdictional boundary spans 148 square miles. 61% of this area is unincorporated and the additional 39% lies in 10 cities/towns, including the entirety of San Anselmo and its surrounding unincorporated areas. MMWD is currently authorized to provide three specific services within its jurisdictional boundary: (1) domestic water; (2) non-potable water; (3) and recreation. The district's governing board is comprised of 5 members who are elected by electoral divisions to staggered 4-year terms. The Town of San Anselmo is represented by electoral divisions 1 and 3. Jack Gibson is the elected official holding that seat for Division 1 and Larry Bragman is the elected official holding the seat for Division 3. MMWD currently meets on the first and third Tuesday of each month at 7:30 p.m. at the District's Administrative Office at 220 Nellan Avenue in Corte Madera.

## Wastewater

Wastewater services to the Town of San Anselmo are provided by County Sanitary District No. 1 or the Ross Valley Sanitary District (RVSD) as it is more commonly known. The District was established in 1899 and encompasses an approximate 19.7 square mile jurisdictional boundary within east-central Marin County. Governance is provided by an independent five-member Board of Directors whose members are elected at-large to staggered four-year terms.

RVSD is currently organized as a single-purpose agency with municipal operations limited to wastewater collection though it is empowered – subject to LAFCo approval – to provide solid waste (including collection), recycled water, and storm drainage services. RVSD maintains an approximate 202-mile collection system with its own personnel while contracting – and as a signatory – with the Central Marin Sanitation Agency (CSMA) for wastewater treatment and disposal services.

The District's services are reviewed separately in full in Marin LAFCo's Central Marin Wastewater Services Study (2017). This study can be viewed at [marinlafco.org](http://marinlafco.org).

## Parks and Recreation

The Town of San Anselmo offers its own Recreation Department that is responsible for developing and administering programs and services that help meet recreational, social, leisure, and cultural needs of the Town's youth, families, and older adults through direct and contract programs. Town residents and the greater Ross Valley community are provided a variety of sports, leisure, arts, and recreational activities and classes for all ages and abilities throughout the year. Program highlights include sports programs, afterschool care, afterschool enrichment, and events. Summer day camps, specialty camps, and sports camps fill an important need in the Ross Valley for quality, affordable summer programming for children. The Department provides staff support to the Ross Valley Seniors program, which offers programming to senior citizens living in the Ross Valley. The Parkside Preschool program has been serving preschool-aged children for over 40 years.

The Recreation Department is paid for primarily out of the Recreation Fund, with the exception of general administrative functions such as payroll, finance, legal, and maintenance and the Community Services Director's and Administrative Services Assistant's compensation, which are provided through the General Fund. The Recreation Fund is self-supporting and recoups its expenditures through class and program fees, as well as through advertising sales and rental income. The department currently has 1.6 FTE staff members that it employs. The Recreation Department's financials can be viewed below in figures 5-8 and 5-9.

Some of the department's notable accomplishments<sup>11</sup> from FY 2018-19 include:

- Completed the Memorial Park Master Planning process and received approval from Town Council.
- San Anselmo is now designated age-friendly and part of the Global Network of Age Friendly Cities and Towns. A Task Force has been formed and is beginning the community assessment through surveys and focus groups.
- Achieved high enrollment milestones in the youth basketball and soccer, Parkside Preschool, Robson After Care, break camps, and afterschool enrichment.
- Received a full sponsorship for Picnics on the Plaza and created a successful partnership with Cedars for Country Fair Day.
- Extended the outdoor space at Parkside by relocating the back gate. This created more space for children to play, and it also addressed a safety concern.

For FY 2019-20, the Recreation Department has designated the following priorities in its Work Plan:

- Upgrade and improve the facilities located at the Isabel Cook Community Center.
- Cultivate Age Friendly San Anselmo.
- Expand Connections to Youth and Teen Services.
- Develop and coordinate a funding plan for implementation of the Memorial Park Master Plan.
- Begin the Memorial Park Restoration Project

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<sup>11</sup> [Town of San Anselmo: Budget and Work Plan 2019-2020; Pg. 30](#)

Figure 5-8: Town of San Anselmo Recreation Fund

TOWN OF SAN ANSELMO RECREATION FUND FISCAL YEAR 2019-2020				
Description	2017-2018	2018-2019		2019-2020
	Actual	Rev Budget	Est. Actual	Budget
<b>BEGINNING BALANCE</b>	461,895	521,784	521,784	449,111
<b>REVENUE</b>				
Revenue	1,547,902	1,510,604	1,571,846	1,627,269
<b>TOTAL REVENUE</b>	1,547,902	1,510,604	1,571,846	1,627,269
<b>TOTAL RESOURCES</b>	2,009,797	2,032,388	2,093,630	2,076,380
<b>EXPENDITURES</b>				
Operating Expenditures	1,413,398	1,493,472	1,546,847	1,561,111
Capital Expenditures	36,371	50,000	50,000	50,000
Transfers Out	38,244	47,672	47,672	58,752
<b>TOTAL EXPENDITURES &amp; TRSF</b>	1,488,013	1,591,144	1,644,519	1,669,863
Net Increase/(Decrease)	59,889	(80,540)	(72,673)	(42,594)
<b>ENDING BALANCE</b>	521,784	441,244	449,111	406,517
<b>TOTAL BUDGET</b>	2,009,797	2,032,388	2,093,630	2,076,380

Figure 5-9: Town of San Anselmo General Fund Expenditures - Recreation

GENERAL FUND RECREATION									
		2017-2018		2018-2019		2018-2019		2019-2020	
		Actuals	% Total	Revised Budget	% Total	Estimated Actuals	% Total	Budget	% Total
<b>Labor Costs</b>									
Salaries		155,689	58.87%	174,661	65.35%	154,230	57.36%	191,460	68.05%
Retirement		13,580	5.13%	15,199	5.69%	13,810	5.14%	17,800	6.33%
Benefits		16,183	6.12%	20,165	7.54%	29,090	10.82%	34,400	12.23%
Payroll Taxes		12,055	4.56%	13,178	4.93%	11,740	4.37%	15,183	5.40%
<b>LABOR COSTS</b>		197,507	74.68%	223,203	83.51%	208,870	77.68%	258,843	92.00%
<b>Services and Supplies</b>									
Outside Services		37,661	14.24%	19,800	7.41%	41,115	15.29%	-	0.00%
Building Maintenance		18,737	7.08%	15,000	5.61%	15,700	5.84%	16,000	5.69%
Utilities		8,707	3.29%	8,282	3.10%	2,000	0.74%	5,000	1.78%
Supplies		1,872	0.71%	1,000	0.37%	1,200	0.45%	1,500	0.53%
<b>SERVICES &amp; SUPPLIES</b>		66,977	25.32%	44,082	16.49%	60,015	22.32%	22,500	8.00%
<b>TOTAL BUDGET</b>		264,484	100.00%	267,285	100.00%	268,885	100.00%	281,343	100.00%

## Library

The Town of San Anselmo provides its residents with a public library. Annually, the library accommodates approximately 90,000 patrons, circulates 154,000 items, and provides over 400 programs that are attended by participants of all ages. The library is open six days per week and provides four public internet stations.

The library receives funding from both the General Fund as well as a Library Tax Fund. The Library Tax Fund was initially approved by the voters of San Anselmo in 2010 at a rate of \$49 per parcel. In 2014, the tax was renewed for 9 years at a rate of \$54 per parcel<sup>12</sup> with an annual increase of 3% per year. A special Library Tax Oversight Committee was established with the parcel tax renewal and monitors expenditures from this fund. The San Anselmo Public Library employs 2.8 FTE workers. A breakdown of the library's financials can be seen in figures 5-10 and 5-11 below.

Some of the library's highlights from FY 2018-19 include:

- Reorganized Carnegie Reading Room to increase seating.
- Received state grant for technology upgrade in Carnegie Reading Room.
- New Programs for all ages included Marin Comics Fest, Bead Meet-up, Teen Library Council pumpkin party for younger children, and 1,000 Books before Kindergarten.

In FY 2019-20, some of the goals the library is targeting includes:

- Create programs and events designed to support and enrich the lives of older adults.
- Add media players such as Roku and ChromeCast to the library's circulating collection to facilitate patrons' ability to stream Kanopy and Hoopla content at home.
- Improve technology access within the library building by adding laptop computers and/or tablets for use in the building, a scanner, and Wi-Fi printing.

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<sup>12</sup> [Town of San Anselmo: Budget and Work Plan 2019-2020; Pg. 119](#)

Figure 5-10: Town of San Anselmo Library Tax Fund

TOWN OF SAN ANSELMO LIBRARY TAX FUND FISCAL YEAR 2019-2020				
Description	2017-2018	2018-2019		2019-2020
	Actual	Rev Budget	Est. Actual	Budget
<b>BEGINNING BALANCE</b>	93,213	49,674	49,674	25,340
<b>REVENUE</b>				
Revenue	258,623	266,770	266,770	274,773
<b>TOTAL REVENUE</b>	258,623	266,770	266,770	274,773
<b>TOTAL RESOURCES</b>	351,836	316,444	316,444	300,113
<b>EXPENDITURES</b>				
<b>TOTAL EXPENDITURES</b>	302,162	299,730	291,104	273,944
<b>Net Increase/(Decrease)</b>	(43,539)	(32,960)	(24,334)	829
<b>ENDING BALANCE</b>	49,674	16,714	25,340	26,169
<b>TOTAL BUDGET</b>	351,836	316,444	316,444	300,113

Figure 5-11: Town of San Anselmo Library General Fund Expenditures

GENERAL FUND LIBRARY									
		2017-2018		2018-2019		2018-2019		2019-2020	
		Actuals	% Total	Revised Budget	% Total	Estimated Actuals	% Total	Budget	% Total
<b>Labor Costs</b>									
Salaries		300,880	48.20%	320,465	49.90%	320,465	48.67%	334,850	49.07%
Temporary Help		33,744	19.79%	20,600	11.47%	36,350	20.18%	35,000	19.57%
Retirement		28,111	4.50%	30,861	4.81%	30,861	4.69%	34,500	5.06%
Benefits		65,169	10.44%	67,121	10.45%	67,121	10.19%	70,815	10.38%
Payroll Taxes		25,825	15.15%	23,564	13.12%	23,564	13.08%	28,360	15.86%
<b>LABOR COSTS</b>		453,729	72.69%	462,611	72.03%	478,361	72.65%	503,525	73.79%
<b>Services and Supplies</b>									
Training		706	0.11%	1,100	0.17%	200	0.03%	1,100	0.16%
Outside Services		23,546	3.77%	28,200	4.39%	28,200	4.28%	28,200	4.13%
MARINet Database		66,030	10.58%	65,766	10.24%	67,133	10.20%	65,005	9.53%
Publications and Dues		-	0.00%	500	0.08%	500	0.08%	500	0.07%
Building Maintenance		30,960	4.96%	29,700	4.62%	29,700	4.51%	29,700	4.35%
Equipment Maintenance		2,105	0.34%	1,400	0.22%	1,400	0.21%	1,400	0.21%
Utilities		21,983	3.52%	13,500	2.10%	13,500	2.05%	13,500	1.98%
Books, DVDs & Periodicals		17,907	2.87%	28,462	4.43%	28,462	4.32%	28,462	4.17%
Supplies		7,247	1.16%	11,000	1.71%	11,000	1.67%	11,000	1.61%
<b>SERVICES &amp; SUPPLIES</b>		170,484	27.31%	179,628	27.97%	180,095	27.35%	178,867	26.21%
<b>TOTAL BUDGET</b>		624,213	100.00%	642,239	100.00%	658,456	100.00%	682,392	100.00%

## 5.8 FINANCIAL OVERVIEW

The Town of San Anselmo prepares an annual report on the City's financial statements in accordance with established governmental accounting standards. The most recent audited financial statement was prepared by the independent certified accounting firm, Marcello & Company, which issued an unqualified, or "clean", opinion on the Town's financial statements for the fiscal year ending in June 30, 2019.

The town adopts an annual budget which is effective July 1<sup>st</sup> for the ensuing fiscal year. The budget reflects estimated revenues and expenditures. Appropriations and spending authorizations are approved by the Town Council. The Town Council may amend the budget by resolution during the fiscal year in order to respond to emerging needs, changes in resources, or shifting priorities. Expenditures may not exceed appropriations at the fund level, which is the legal level of control. The Town Manager is authorized to transfer budgeted amounts between accounts, departments, or funds.

### Revenues and Expenditures

The FY 2019-20 expenditure budget<sup>13</sup> for the Town of San Anselmo is \$17,099,225. The expenditure budget is supported predominantly by a projected revenue of \$16,906,823, with the remaining difference coming from funds retained from previous periods for capital projects and prior year unallocated resources.

For the FY 2019-20, the Town reports that funds for general operations are projected to be \$356,259, or 2.2% higher than those of the previous year, while operating uses are projected to diminish by \$1,117,532, or 6.1% from the previous year. Under the current FY budget, expenses for the Town are expected to exceed revenues by \$192,402. This is projected to be the second consecutive year of expenses outpacing revenues, however, under the FY 2019-20 budget, funds are projected to continue to have a positive balance at fiscal year-end. Additionally, expenditures for FY 2018-19 outpaced revenues primarily due to multiple one-time General Fund transfers as well as an above-average appropriation<sup>14</sup> towards retirement funding.

The Town derives revenue from several sources. Primary revenue sources include property taxes (75.6%), other taxes (8.2%), permits and licenses (6.0%), and franchises taxes (4.3%). Other revenues include fees for services, state revenue, fines, and miscellaneous revenue. A full breakdown of both revenue and expenditure percentages for the Town for FY 2019-20 can be seen in figures 5-12 and 5-13 below, as well as the full General Fund summary for the past 3 years in figure 5-14.

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<sup>13</sup> [Town of San Anselmo: Budget and Work Plan 2019-2020; Pg. 14](#)

<sup>14</sup> [Town of San Anselmo: Budget and Work Plan 2019-2020; Pg. 8](#)



Figure 5-12: Town of San Anselmo General Fund Summary

TOWN OF SAN ANSELMO GENERAL FUND FISCAL YEAR 2019-2020							
Description	2017-2018		2018-2019			2019-2020	
	Actual	%Total	Rev Budget	Est. Actual	%Total	Budget	%Total
<b>BEGINNING BALANCE</b>	<b>4,219,443</b>		<b>4,812,354</b>	<b>4,812,354</b>		<b>3,146,161</b>	
<b>REVENUE</b>							
Property Taxes	11,921,540	75.3%	12,325,578	12,425,238	76.5%	12,785,262	77.4%
Franchise Taxes	752,222	4.8%	743,000	739,837	4.6%	730,000	4.4%
Other Taxes	1,517,814	9.6%	1,332,093	1,429,979	8.8%	1,386,372	8.4%
Licenses, Permits, Fees, Fir	1,251,673	7.9%	1,177,500	1,245,863	7.7%	1,205,500	7.3%
Use of Money & Property	32,811	0.2%	10,000	38,000	0.2%	35,000	0.2%
Other Agency Revenue	137,340	0.9%	112,800	138,463	0.9%	124,800	0.8%
Fees for Services, Misc	216,437	1.4%	198,100	214,665	1.3%	246,025	1.5%
<b>SUB TOTAL</b>	<b>15,829,837</b>	<b>100.0%</b>	<b>15,899,071</b>	<b>16,232,045</b>	<b>100.0%</b>	<b>16,512,959</b>	<b>100.0%</b>
TRANSFERS IN	305,818		324,732	318,519		393,864	
<b>TOTAL REVENUE AND TRANSFERS IN</b>	<b>16,135,655</b>		<b>16,223,803</b>	<b>16,550,564</b>		<b>16,906,823</b>	
<b>TOTAL RESOURCES</b>	<b>20,355,098</b>		<b>21,036,157</b>	<b>21,362,918</b>		<b>20,052,984</b>	
<b>EXPENDITURES</b>							
Salaries	2,304,402	16.1%	2,564,733	2,486,300	15.6%	2,607,658	16.4%
Retirement	539,705	3.8%	1,167,285	1,166,669	7.3%	767,184	4.8%
Other Benefits	708,729	5.0%	891,788	912,967	5.7%	836,632	5.3%
Office & Dept Sup, Lib Mat	177,178	1.2%	200,862	173,996	1.1%	202,362	1.3%
Training, Publications, Dues	50,294	0.4%	50,350	46,008	0.3%	52,350	0.3%
Outside Serv: Other	1,506,933	10.5%	1,656,598	1,789,802	11.2%	1,657,866	10.4%
Outside Serv: Ross Valley F	3,886,800	27.2%	4,087,775	4,087,775	25.6%	4,310,657	27.1%
Outside Serv: Central Marin	4,179,692	29.2%	4,384,691	4,384,691	27.5%	4,540,998	28.6%
Utilities	226,569	1.6%	214,022	219,340	1.4%	210,740	1.3%
Bldg, Veh, Equip Maint	220,225	1.5%	160,275	177,337	1.1%	165,550	1.0%
Debt Service Principal	437,000	3.1%	470,000	470,000	2.9%	504,000	3.2%
Debt Service Interest	66,700	0.5%	52,133	50,355	0.3%	34,711	0.2%
<b>SUB TOTAL</b>	<b>14,304,227</b>	<b>100.0%</b>	<b>15,900,512</b>	<b>15,965,240</b>	<b>100.0%</b>	<b>15,890,708</b>	<b>100.0%</b>
TRANSFERS OUT	1,238,517		2,251,517	2,251,517		1,208,517	
<b>TOTAL EXPENDITURES, TRANSFERS OUT</b>	<b>15,542,744</b>		<b>18,152,029</b>	<b>18,216,757</b>		<b>17,099,225</b>	
Net Increase/(Decrease)	592,911		(1,928,226)	(1,666,193)		(192,402)	
<b>ENDING BALANCE</b>	<b>4,812,354</b>		<b>2,884,128</b>	<b>3,146,161</b>		<b>2,953,759</b>	
Committed	4,812,354		2,884,128	3,146,161		2,953,759	
Unassigned							
<b>TOTAL BUDGET</b>	<b>20,355,098</b>		<b>21,036,157</b>	<b>21,362,918</b>		<b>20,052,984</b>	

Figure 5-13: Town of San Anselmo General Fund Revenue Summary

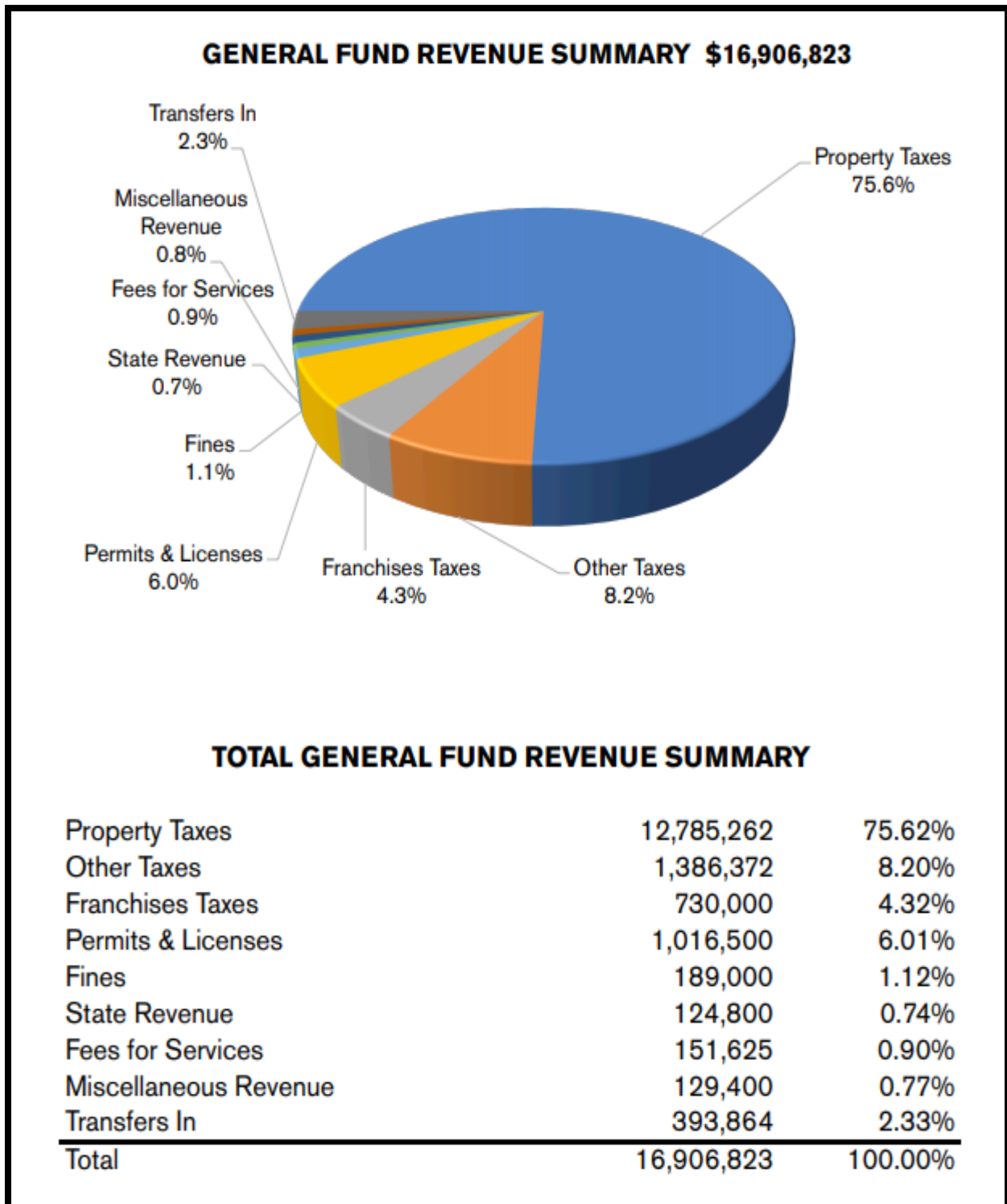
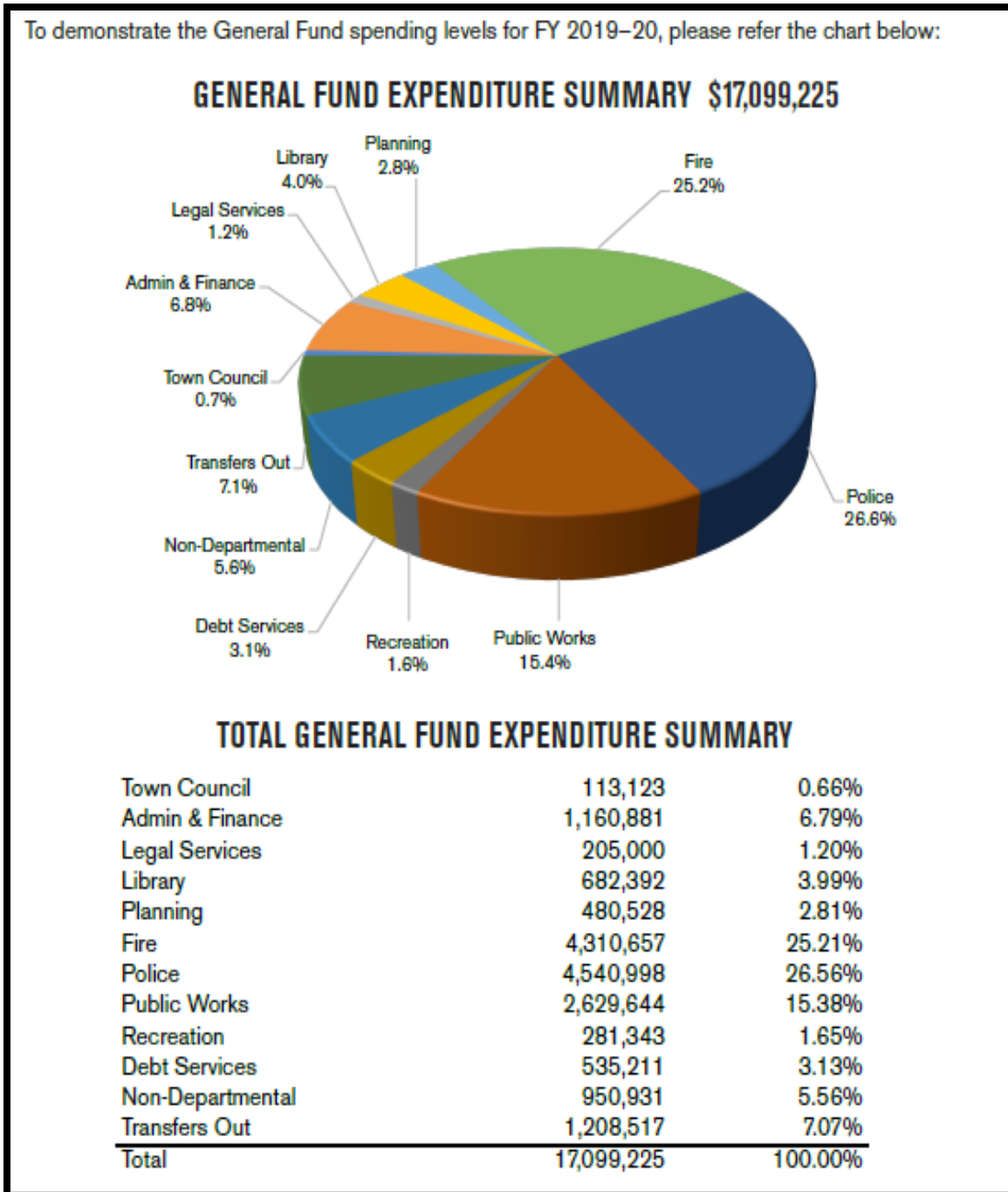


Figure 5-14: Town of San Anselmo General Fund Expenditure Summary



## Debt

The Town generally incurs long-term debt to finance projects or purchase assets which will have useful lives equal to or greater than the related debt. High debt levels can overburden a municipality, while low debt levels may indicate underutilized capital investment capacity. The totality of the Town’s debt obligations<sup>15</sup> for the fiscal year ended June 30, 2019, are \$17,192,417,

<sup>15</sup> [Town of San Anselmo Annual Financial Report June 30, 2019; Pg. 15](#)

a decrease of \$1,215,460 from the prior fiscal year. The decrease is mainly contributed from payments made to reduce the general obligation bonds, pension obligation bonds, and municipal lease. The Town's current long-term debt obligations are as follows:

- **Compensated Absences** – Town employees accumulate earned but unused vacation benefits which can be converted to cash at termination of employment. At year end (FY 18/19), \$189,582 was reported, of which \$47,396 (25%) is estimated to be paid within the next fiscal year.
- **2003 General Obligation Bonds** – In 2003, the Town issued \$2,565,000 of General Obligation Bonds to fund capital improvements to the Town's streets and storm drains. Total annual payments are approximately \$193,000 increasing annually. The total of this debt at year end (FY 18/19) was \$1,655,000. This debt matures in FY 2028-29.
- **2011 General Obligation Bonds** – In 2011, the Town issued \$5,955,000 of General Obligation Bonds for the purpose of refunding the \$5,894,928 of outstanding 1995, 1997, and 2000 General Obligation Bonds. Total annual payments are approximately \$660,000 increasing annually. The total of this debt at year end (FY 18/19) was \$2,705,000. This debt matures in FY 2025-26.
- **2012 Pension Obligation Bonds** – In 2012, the Town issued \$3,583,000 of Taxable Pension Obligation Bonds for the purpose of paying off the Town's outstanding "side fund" obligation due to the California's Public Retirement System. Total annual payments are approximately \$517,000 increasing annually. The total of this debt at year end (FY 18/19) was \$942,000. This debt matures in FY 2021-22.
- **Municipal Lease Fire Station** – In 2008, the Town entered into a 15 year site lease agreement with Municipal Asset Management, Inc., whereby the Town agrees to lease to the Corporation, the Town's Fire Station No. 19, and the Corporation agrees to make available to the Town \$1,700,000 through an advanced rental payment agreement, which will enable the Town to finance the restoration, remodeling, and expansion of the station. Total annual payments are approximately \$158,517. The total of this debt at year end (18/19) was \$572,743.
- **Due to Bay Cities Joint Powers Insurance Authority (BCJPIA)** – In 2003, the Town acquired a real estate parcel at a cost of \$500,000 in connection with a settlement agreement, with terms stipulating that the Town repair and stabilize the land parcel with a prior landslide history. During fiscal years 2005 and 2006, the Town incurred costs of \$168,626 and \$581,377, respectively, to stabilize the parcel. The Town's insurance carrier, BCJPIA, Paid \$500,000 of the costs for which they are to be reimbursed by the Town in the eventual sale of the land. The Town has no plans to sell the property within the next Fiscal Year.

The Town also provides a pension plan for employees and is part of the California Public Employees Retirement System (CalPERS). CalPERS provides retirement, disability, and death benefits based on the employee's years of service, age, and final compensation. As of June 30, 2019, the Town's Net Pension Liability was \$7,672,274. As of the most recent CalPERS Actuarial Valuation on June 30, 2017, the Town's pension funded ratio was 87.2%. In addition to the pension plan, the Town provides other post-employment benefits (OPEB) to its retirees. As of

June 30, 2019, the Town carried a net OPEB liability of \$2,955,818. The Town currently has 74 employees<sup>16</sup>, both active and inactive, in its OPEB plan.

A full breakdown of the Town’s long-term debt obligations and recent appropriations towards said debts can be seen below in figure 5-15.

**Figure 5-15: Town of San Anselmo Long-Term Debt Obligations**

<u>Governmental Activities</u>	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>End of Year</u>	<u>Due Within One Year</u>
2003 General Obligation	\$ 1,765,000	\$ -	\$ (110,000)	\$ 1,655,000	\$ 110,000
2011 General Obligation	3,250,000	-	(545,000)	2,705,000	545,000
2012 Pension Obligation	1,412,000	-	(470,000)	942,000	470,000
Municipal Lease	700,264	-	(127,521)	572,743	127,521
Due to BCJPIA	500,000	-	-	500,000	-
Net pension liability	7,789,536	-	(117,262)	7,672,274	-
Net OPEB liability	2,833,554	122,264	-	2,955,818	-
Compensated absences	157,523	32,059	-	189,582	47,396
	<u>\$ 18,407,877</u>	<u>\$ 154,323</u>	<u>\$ (1,369,783)</u>	<u>\$17,192,417</u>	<u>\$ 1,299,917</u>

## 5.9 SUSTAINABILITY

In June 2011, the Town of San Anselmo adopted its Climate Action Plan 2030, assessing its greenhouse gas footprint and proposed policies and programs to reduce greenhouse gas emissions town-wide by 54% from a 2005 baseline emissions level by the year 2030 and a goal of carbon neutrality by 2045. The plan outlines specific programs for attaining sustainable lifestyles, building standards, environmental protection, and economic development within the Town. At the time of the adoption of this plan, the Town had already achieved its 2011 Climate Action Plan GHG reduction target to reduce measured emissions 15% below 2005 levels.

Over the course of the past 10 years, the Town has taken a myriad of steps to both hit its initial 15% goal, as well as lay the groundwork for continued emission reductions moving forward. Some of those efforts include:

- 2010 – Adopted green building requirements
- 2011 – Adopted first Climate Action Plan and provided free parking for electric vehicles in Town lots
- 2012 – Installed the Town’s first electric vehicle charging stations as well as LED street lighting
- 2014 – Secured 100% renewable energy with Marin Clean Energy Deep Green for Town facilities and adopted ban on single use carry out bags

<sup>16</sup> [Town of San Anselmo Annual Financial Report June 30, 2019](#)

- 2016 – Approved Bicycle and Pedestrian master plan.
- 2018 – Passed an ordinance banning single use plastics.
- 2019 – Passed Electric Vehicle policy and installed new electric vehicle chargers in Magnolia Parking Lot

Additionally, the Town has developed and implemented significant flood and fire risk adaption strategies in order to prepare for the growing impacts of climate change. The Town’s Local Hazard Mitigation Plan (LHMP), which was most recently updated in 2018, notes that climate change will likely increase the impacts of natural hazards. The LHMP also shines a light on the need for planning to minimize the potential for loss of life, injury, and property damage from these hazards, including strategies for improving community resiliency with trends such as increased air temperatures and extreme weather events over the long term. While the LHMP and the Climate action plan are stand-alone documents, they refer to and one another in an effort to show the symbiotic nature of the efforts of each.

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## 6.0 TOWN FAIRFAX

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### 6.1 OVERVIEW

The Town of Fairfax is the northernmost municipality in the Ross Valley area. Located approximately 22 miles north of San Francisco, Fairfax shares much of its western boundary and northern boundaries with multiple open space preserves such as the Cascade Canyon Open Space Preserve and the Loma Alta Preserve. To the east the town is bordered by the Town of San Anselmo, and to the northeast lies the census-designated place of Sleepy Hollow. With an official population count in 2010<sup>17</sup> of 7,441 and a 2018 estimate of 7,555, Fairfax is the 8<sup>th</sup> most populous municipality in Marin County. With a current jurisdictional boundary of 2.25 square miles, the Town's remaining capacity for development is minimal.

Fairfax provides a range of municipal services including police, parks and recreation, street maintenance, and community development. Other municipal services to the Town are provided by various special districts and joint powers agreements.

**Table 6-1: Town of Fairfax Overview**

Town of Fairfax Overview	
<b>Town Manager:</b>	Garrett Toy
<b>Main Office:</b>	142 Bolinas Road, Fairfax
<b>Council Chambers:</b>	46 Park Road, Fairfax
<b>Formation Date:</b>	March 2, 1931
<b>Services Provided:</b>	Police, Parks & Recreation, Street Maintenance, Community Development
<b>City Boundary:</b>	2.25 sq. mi city limit; 3.16 sq. mi SOI
<b>Population Served:</b>	7,555

### 6.2 FORMATION AND DEVELOPMENT

The Town of Fairfax is named for Charles Snowden Fairfax. Charles came to California in the mid-1800s in search of gold but ended up getting involved in California politics in 1851. After marrying his wife Ada in 1855, a good friend, Alfred Taliaferro, gifted the couple the land that now constitutes the Town of Fairfax as a wedding present. After Fairfax died in 1869, the property came into the ownership of Carlo and Adele Pastori, who opened an Italian restaurant in the 1890s. The restaurant burned to the ground in 1911, but Adele rebuilt an even larger structure on the site, which still stands today on the current Marin Town and Country Club property.

In 1908, larger tracts of land were subdivided and lots went up for sale along Cascade Canyon, Fairfax Park, and Fairfax Manor. One of the plots was located at the top of Manor Hill which,

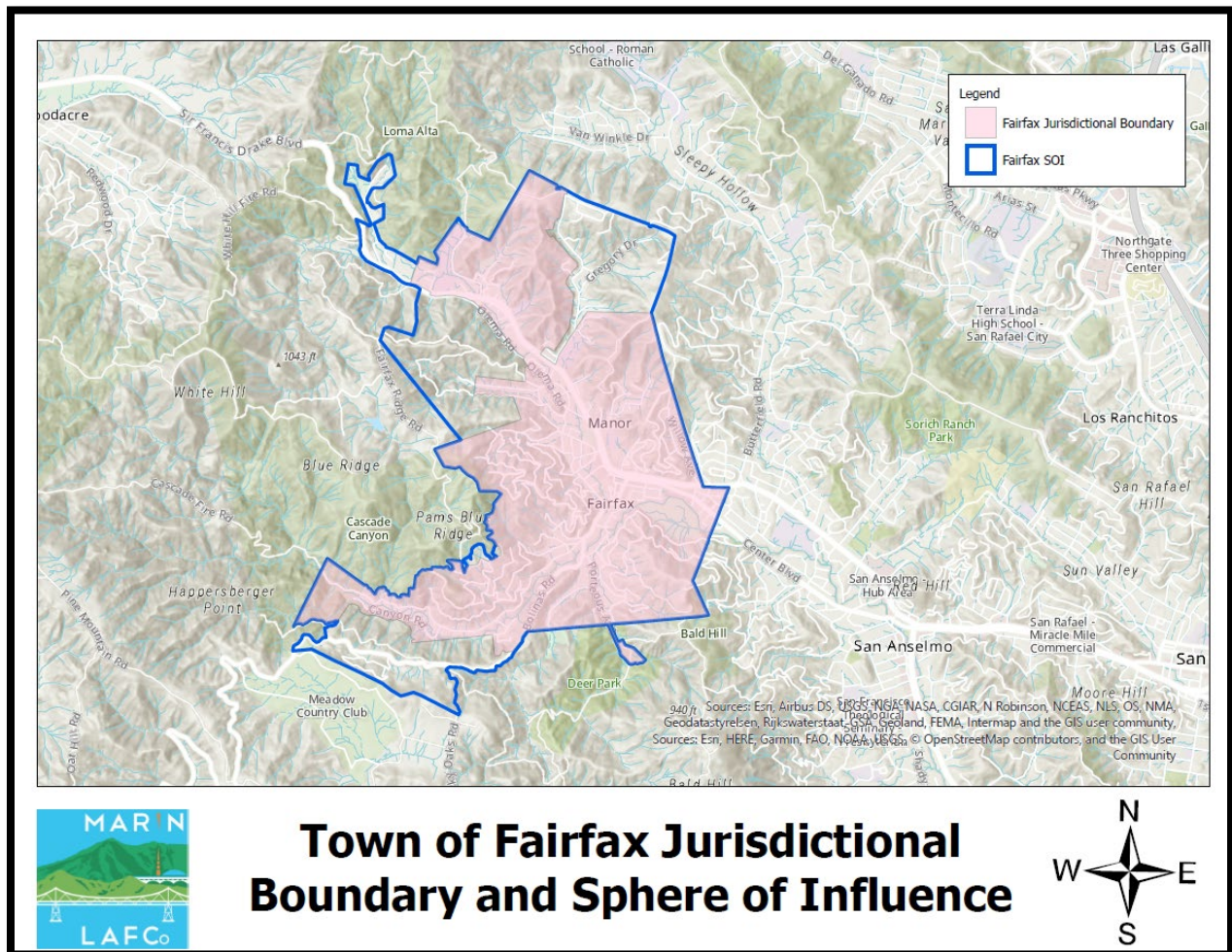
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<sup>17</sup> [Bay Area Census, Decennial Census Data](#)

while offering fantastic views, was nearly impossible to reach with the limited modes of transportation. To combat this issue, Edward Holt and his partner Prentis Gray built a funicular railroad up the hill, and in 1913 the Fairfax Incline Railway<sup>18</sup> opened to transport prospective buyers and tourists up to the top. The railroad was eventually deemed unsafe in 1929 and was abandoned in 1930, but not before multiple plots had been sold. The construction of the Alpine Dam jumpstarted the area's population boom, with hundreds of laborers coming in for the construction. In March of 1931, the Town was officially incorporated<sup>19</sup> and a 5-member council was formed. Between 1950 and 1970, the total population of the Town nearly doubled, leveling off at 7,661 in 1970 which is where the total population count continues to hover around today.

### 6.3 JURISDICTIONAL BOUNDARY AND SPHERE OF INFLUENCE

Figure 6-1: Town of Fairfax Boundaries



<sup>18</sup> [A Brief History of Fairfax](#)

<sup>19</sup> [Marin Direct](#)



The current Town of Fairfax jurisdictional boundary is approximately 2.25 square miles<sup>20</sup> (1,434 acres). A majority of the eastern border is contiguous with that of the Town of San Anselmo. The northern area of the Town is bordered by the unincorporated space of Sleepy Hollow as well as a small inhabited pocket of unincorporated space known as Oak Manor. The east and the south of the town is primarily open space preserve with a couple of small unincorporated subdivisions.

The Sphere of Influence (SOI) was originally established in 1973 and most recently updated by Marin LAFCo in 2007. The original SOI encompassed extensive unincorporated areas to the east, south, and west of the Town's boundary, with a majority of the area being publicly owned and zoned as Open Space. It was deemed in 2007 that the inclusion of these large tracts of open space in the SOI may stretch the definition of sphere of influence beyond the Town's probable boundary and service area. Publicly owned open space lands have little or no development potential, and therefore it would not be necessary to extend services to this area. Because it is unlikely that this area will ever be annexed to the Town, the open space areas that surround Fairfax were removed from the Town's SOI. The areas of Unincorporated Fairfax that remain in the SOI contain privately owned parcels with residential use and include the areas of Oak Manor and along Bolinas Road.

## 6.4 POPULATION AND GROWTH

The Town of Fairfax is essentially built out<sup>21</sup> at this time. The official count from the 2010 Census put the Town's population at 7,441. Since then, population estimates have held fairly steady, with the 2019 estimate<sup>22</sup> of 7,522. With a majority of the Town's current remaining developable parcels being zoned as single-family residential, the current projection is for the population number to remain fairly stagnant into the foreseeable future. A map of the zoning for the Town can be seen below in figure 6-2.

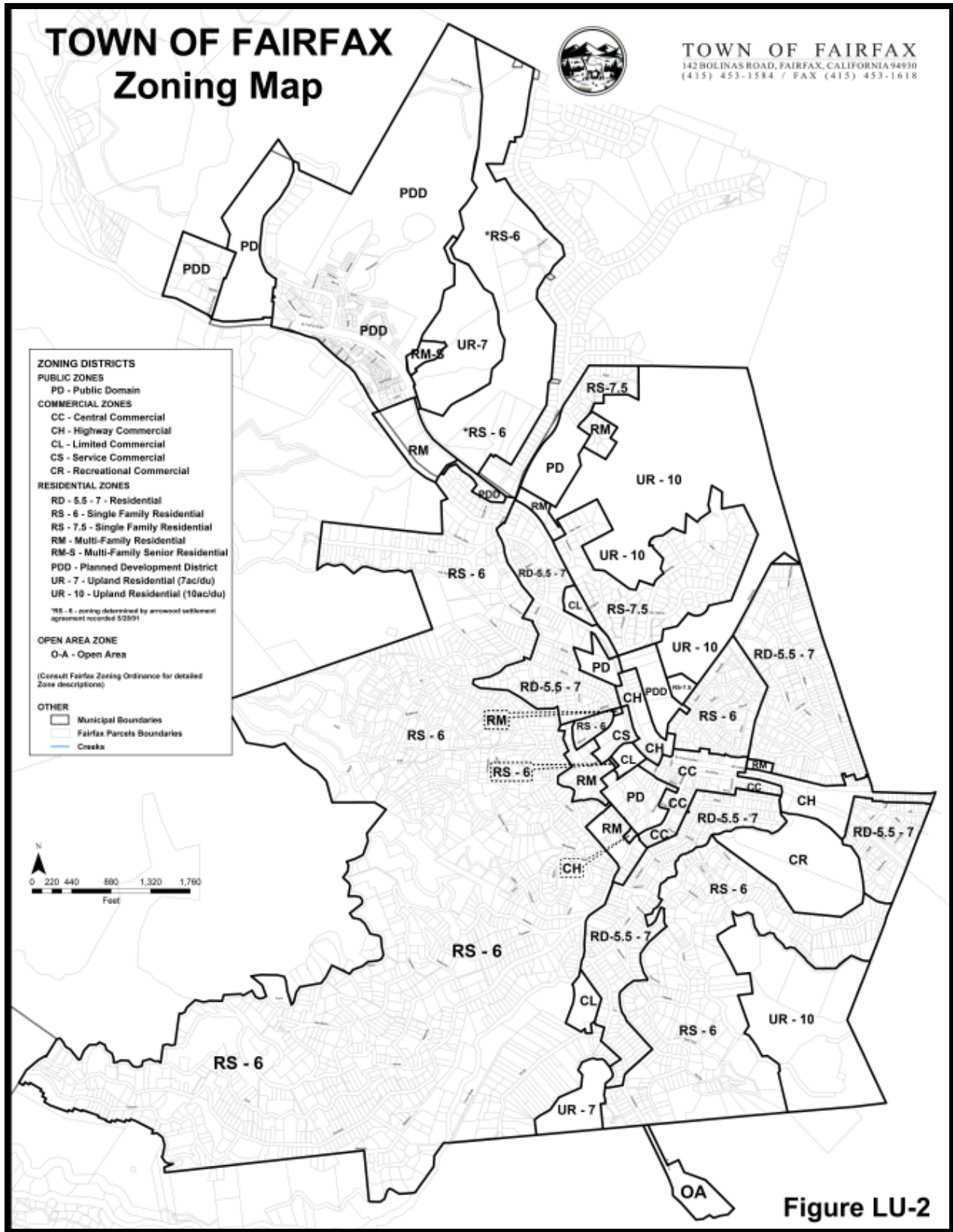
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<sup>20</sup> [Marin Map Viewer, Cities](#)

<sup>21</sup> [Town of Fairfax 2010-2030 General Plan; Pg. C-1](#)

<sup>22</sup> [United States Census Bureau](#)

Figure 6-2: Town of Fairfax Zoning Map



## 6.5 ORGANIZATION STRUCTURE

### Governance

The Town of Fairfax operates under a council-manager form of government, in which legislative and policy functions are vested in the Town Council while the Town Manager conducts the day to day town business. The Town Council is comprised of 5 members. Mayor and Vice-Mayor are chosen by a vote of the Council. Members are elected to four-year terms, with elections held every two years with three council members elected in one cycle and two in the following cycle.

Town Council duties include establishing legislation and policies governing the Town; adopting all ordinances, resolutions, and major contracts; approving and modifying annual budgets; making appointments to advisory boards, commissions, and committees; and appointing the Town Manager and Town Attorney. Town Council meetings are regularly scheduled for the first Wednesday of each month, except for January and July, at 7:00pm at the Women’s Club located at 46 Park Road.

**Table 6-2: Town of Fairfax Town Council**

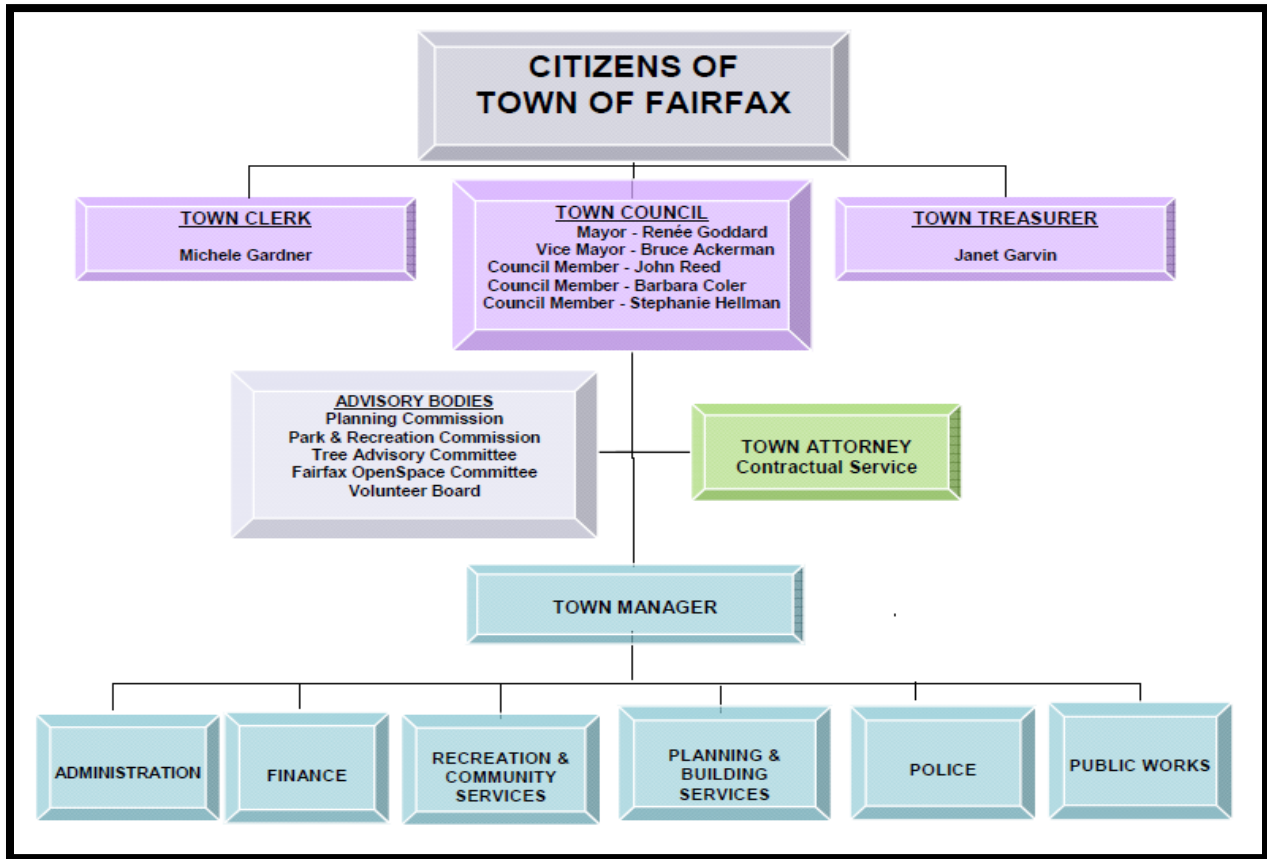
Member	Position	Term End
Renee Goddard	Mayor	November, 2022
Bruce Ackerman	Vice-Mayor	November 2020
Barbara Coler	Member	November 2020
Stephanie Hellman	Member	November 2022
John Reed	Member	November 2020

### Administration

The Town Manager is appointed by the Town Council and is responsible for Town operations management and policy implementation on behalf of the Town Council. The Town Manager is an at-will employee and administers the Town of Fairfax’s departments. The current staffing level is 32.71 Full-Time Equivalent (FTE)<sup>23</sup> employees. The Town’s organization chart can be seen below in figure 6-3.

<sup>23</sup> Town Staff Correspondence; July 8, 2020

Figure 6-3: Town of Fairfax Organizational Chart



## 6.6 ACCOUNTABILITY AND TRANSPARENCY

When conducting service reviews and reviewing proposals, LAFCo considers an agency’s accountability for community service needs, including governmental structure, operational efficiencies, financial resources, and promoting public access. The Town offers multiple ways to keep citizens informed about services, meetings, finances, and decision-making processes. Public notices are posted on the website. Past meeting agendas and meeting minutes can be found in the Public Meetings section of the Town’s website. The public may also provide verbal comments or concerns by phone or in person at Town Hall during business hours and/or at Town Council meetings during the public comment period.

While the Town currently has its most current (and archived) financial documents posted on its website, at this time the documents are in a format that is not recognizable by screen reader software, which is a requirement of all government agencies. Town staff is working on updating the posted documents to comply with the required regulations, but due to the Town having no dedicated information technology staff and being leanly staffed in the Finance department, the update is taking some time to be completed.

## 6.7 MUNICIPAL SERVICES

The Town of Fairfax provides its residents with the municipal services of police, parks and recreation, community development, and street maintenance. The Town also partners with outside agencies for the provision of certain municipal services including water treatment and distribution, wastewater collection, treatment and disposal, garbage collection, and fire protection and emergency response. A description of these services is provided below.

### Fire and Emergency Response

Fire-related services and emergency medical response for the Town of Fairfax are provided by the Ross Valley Fire Department (RVFD), a joint powers authority encompassing the towns of San Anselmo, Fairfax, and Ross, as well as the unincorporated county area known as Sleepy Hollow. The percentages of the Fire Department budget for the four members are San Anselmo 40.53%, Fairfax 23.30%, Ross 23.37%, and Sleepy Hollow 12.80%. For FY 2019-20, Fairfax's projected expenditures for RVFD<sup>24</sup> are \$2,544,210, 23.9% of projected General Fund expenditures for the Town, and an increase of \$105,000 (4.5%) from FY 2018-19. RVFD, and all of its correlating services to the Town of Fairfax, receive a full review in Section 8 of this document.

### Law Enforcement

The Town of Fairfax provides law enforcement and dispatch services to all areas within the jurisdictional boundary. Additionally, the department provides 911 call taking and police dispatching to the Town of Ross and the Marin Community College District. The Fairfax Police Department is located at 144 Bolinas Road and is open to the public 24 hours a day and 7 days a week staffed by a Dispatcher.

Projected department expenditures for FY 2019/20 are \$3,615,037, 38.6% of General Fund expenditures. This appropriation is an increase of 8.75% over the previous year's budgeted amount of \$3,302,559. The increase is attributed to a combination of factors. First, the FY 2018-19 budget understated the CalPERS contribution<sup>25</sup>. Town staff inadvertently used an older estimate for the budget leading to a miscalculation that must now be corrected. The remaining amount of the increase is attributed to increases in medical premiums, cost of living adjustments, and increases in retirement costs due to the CalPERS discount rate reduction. A complete breakdown of the department's budget can be seen below in figure 6-4.

The Police Department employs 17.5 FTE employees, including 11 sworn officers, which equates to 1.46 officers per 1,000 residents. The national average in 2016 (the most recent data available) was 2.17 sworn officers per 1,000 residents. A graph of some of the department's service indicators over the past 8 years can be seen below in Table 6-3.

A few of the notable accomplishments by the department in FY 2018-19 include:

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<sup>24</sup> [Town of Fairfax 2019-20 Operating Budget; Pg. 4](#)

<sup>25</sup> [Town of Fairfax 2019-20 Operating Budget; Pg X](#)

- Implemented text functionality to 911 through state funding
- Implemented RAPID SOS, which allows dispatchers to pinpoint a cellular 911 caller's location
- Negotiated Updated Body Worn Cameras program to latest technology at no additional cost
- Implemented a Lieutenant Classification into organization from within existing personnel allotment
- Participated in numerous enforcement projects, bicycle stings, pedestrian stings, and undercover operations to combat targeted crimes


Some of the goals that the department has set for FY 2019-20 include:

- Modify employee schedules to allow for carpooling to Fairfax in order to help reduce emissions and traffic
- Increased/targeted Traffic Operations
- Teen alcohol and tobacco enforcement operations
- Increase vehicle abatement program on public and private property
- Update the Town's Emergency Operation Plan

**Table 6-3: Town of Fairfax Police Department Service Statistics**

	2013	2014	2015	2016	2017	2018	2019
<b>Calls for Service</b>	8,645	9,192	8,792	9,762	10,396	9,327	9,398
<b>Arrests</b>	216	249	320	217	183	216	222
<b>Parking Citations</b>	1,198	1,437	1,447	1,809	1,222	1,503	1,797
<b>Moving Citations</b>	245	250	473	262	285	352	618

Figure 6-4: Town of Fairfax Police Department Budget

 <b>Town of Fairfax</b> 2019-20 Operating Budget	<b>FUND 01 GENERAL FUND</b>				
	<b>ACTIVITY 411 POLICE</b>				
<b>DEPARTMENT SUMMARY</b>	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2018-19 Projected	FY 2019-20 Adopted

**OPERATING EXPENSES**

631	COMM EQUIP REPLACE	-	142	7,000	-	7,000
711	OFFICE EQUIP MAINTENANCE	20	-	1,500	757	1,500
712	COMPUTER EQUIP MAINTENANCE	24,102	21,959	29,000	29,443	32,000
721	FIELD EQUIP MAINTENANCE	2,169	259	1,000	259	1,000
722	VEHICLE MAINTENANCE	20,553	24,280	20,000	19,923	24,000
723	COMMUNICATION EQUIP MAINT	3,142	2,499	3,000	2,475	3,000
725	MERA DEBT SERVICE	37,823	38,310	38,355	38,340	38,261
726	MERA MEMBERSHIP FEE	30,698	31,276	31,414	31,414	32,379
731	BLDG-GROUNDS MAINTENANCE	15,113	13,747	26,000	14,220	26,000
801	WATER	1,970	1,746	1,900	1,784	1,900
802	POWER	1,766	1,801	2,000	1,885	2,000
804	TELEPHONE	16,736	18,489	17,000	18,170	22,000
806	FUEL	16,470	18,112	18,000	17,149	18,000
811	POSTAGE	1,693	1,346	2,000	1,024	2,000
812	REPRODUCTION	1,802	2,936	2,500	3,918	4,000
813	OFFICE SUPPLIES	1,705	817	1,300	1,240	3,000
815	PRINTING	3,451	2,439	3,000	3,018	4,000
822	PROFESSIONAL SERVICES	38,082	44,571	55,461	38,716	55,461
841	SMALL TOOLS	211	219	500	351	500
842	SPECIAL DEPT SUPPLIES	9,679	12,295	12,500	20,809	12,500
851	UNIFORM	18,070	16,096	19,200	21,293	19,200
861	BUS.MEET/CONF.	1,606	929	500	802	1,000
862	DUES & SUBSCRIPTIONS	10,347	10,814	11,400	10,562	11,400
871	LIAB & PROP INSURANCE	-	-	-	-	-
883	P.O.S.T.	15,930	13,291	9,000	9,104	13,000
889	BOOKING FEES	630	1,519	3,000	359	3,000
	<b>SUBTOTAL OPERATING</b>	<b>273,767</b>	<b>279,890</b>	<b>316,530</b>	<b>287,015</b>	<b>338,101</b>
	<b>TOTAL DEPARTMENT APPROPRIATION</b>	<b>3,106,950</b>	<b>3,017,286</b>	<b>3,338,412</b>	<b>3,302,559</b>	<b>3,615,037</b>

**PERSONNEL**

401	REGULAR SALARIES	350,478	350,268	369,987	332,376	382,175
402	SAFETY SALARIES	991,660	1,095,867	1,236,679	1,147,185	1,288,183
415	ACCRUED LEAVE PAYOUT	44,060	7,379	3,000	41,652	50,000
421	TEMP EMPLOYEES	94,641	66,654	65,000	85,479	73,000
461	OVERTIME	166,712	150,450	160,000	161,553	168,000
481	HOLIDAY PAY	70,489	76,697	84,165	78,203	83,779
491	HEALTH INSURANCE	214,417	215,899	236,393	206,375	225,221
492	WORKERS COMP.	28,111	68,089	73,598	73,598	73,598
493	RETIREMENT	180,298	201,802	231,681	228,451	268,967
494	MEDICARE	22,534	23,164	26,594	24,766	27,824
495	FICA/PTS	1,413	1,534	-	930	-
496	PERS UAL/SIDEFUND	667,136	475,584	546,185	629,666	645,188
497	OVERTIME REIMB	-	-	(15,000)	-	(15,000)
611	ALLOWANCES	1,235	4,010	3,600	5,310	6,000
	<b>SUBTOTAL PERSONNEL</b>	<b>2,833,183</b>	<b>2,737,396</b>	<b>3,021,882</b>	<b>3,015,544</b>	<b>3,276,936</b>

## Public Works

The Public Works Department for the Town of Fairfax is composed of four distinct divisions: Administration, Street Maintenance, Park Maintenance, and Street Lighting. The department, in whole, is currently staffed with 4.98 FTE employees. Administration has the overarching task of the development and implementation of the Town's Capital Improvement Program as well as oversight of the street maintenance, park maintenance, and street lighting division. Administration also oversees the management of the Storm Water Pollution Prevention Program. The total General Fund appropriation for the Public Works Department's Administration for FY 2019-20 is \$270,665, which is a decrease of \$6,350 from the adopted amount for FY 2018-19.

The Street Maintenance Division oversees the preventative maintenance of streets, storm drain systems, traffic striping and signs, parking lot and street sweeping, sidewalks, and Town facility and equipment upkeep. This division also can be mobilized for response to Town-wide emergencies such as flooding. The total General Fund appropriation for the Street Maintenance Division for FY 2019-20 is \$422,605, which is an increase of \$23,027 from the adopted amount for FY 2018-19.

The Park Maintenance Division takes care of the maintenance of Town-owned facilities such as Bolinas Park, Contratti ballfield, and Peri Park. This division oversees irrigation management, Town weed abatement and landscaping, and general downtown maintenance. The total General Fund appropriation for the Parks Maintenance Division for FY 2019-20 is \$261,737, which is an increase of \$7,226 from the adopted amount for FY 2018-19.

Lastly, the Street Lighting Division is responsible for maintaining the Town's street lights and traffic signals. Street light maintenance is administered through a contractual agreement with the Marin General Services Authority (MGSA). Traffic signal maintenance is provided by contract with an outside vendor. The total General Fund appropriation for the Street Lighting Division for FY 2019-20 is \$110,000, which is an increase of \$12,000 from the adopted amount for FY 2018-19.

Some of the notable accomplishments for the Public Works Department in FY 2018-19 include:

- Completion of Parkade reconstruction project including ADA curb ramps, sidewalks, and bus shelter on Broadway
- Repaved Mono Avenue from Bolinas Rd. to Pacheco Avenue
- Installed LED light shields on street lights
- Began Preliminary design for the Pavilion Seismic Retrofit project
- Repaired retaining wall for ballfield trail

A few of the goals that have been identified for FY 2019-20 include:

- Replace play equipment in Peri Park
- Complete repairs to roads damaged by the 2017 winter storms



- Rebuild bus shelter in the Parkade
- Complete improvements to the Women’s Club regarding lighting and installation of lift to make the Women’s Club stage ADA accessible and available for recreational uses

## **Water**

Water services to the Town of Fairfax are provided by the Marin Municipal Water District (MMWD), an independent special district, which is a separate local agency from the Town of Fairfax. The District’s services are reviewed separately in Marin LAFCo’s Countywide Water Service Study (2016). This study can be viewed at [marinlafco.org](http://marinlafco.org).

MMWD’s jurisdictional boundary spans 148 square miles. 61% of this area is unincorporated and the additional 39% lies in 10 cities/towns, including the entirety of Fairfax and its surrounding unincorporated areas. MMWD is currently authorized to provide three specific services within its jurisdictional boundary: (1) domestic water; (2) non-potable water; (3) and recreation. The district’s governing board is comprised of 5 members who are elected by electoral divisions to staggered 4-year terms. The Town of Fairfax is represented by electoral division 3. Larry Bragman is the elected official holding the seat for Division 3. MMWD currently meets on the first and third Tuesday of each month at 7:30 p.m. at the District’s Administrative Office at 220 Nellan Avenue in Corte Madera.

## **Wastewater**

Wastewater services to the Town of Fairfax are provided by County Sanitary District No. 1 or the Ross Valley Sanitary District (RVSD) as it is more commonly known. The District was established in 1899 and encompasses an approximate 19.7 square mile jurisdictional boundary within east-central Marin County. Governance is provided by an independent five-member Board of Directors whose members are elected at-large to staggered four-year terms.

RVSD is currently organized as a single-purpose agency with municipal operations limited to wastewater collection though it is empowered – subject to LAFCo approval – to provide solid waste (including collection), recycled water, and storm drainage services. RVSD maintains an approximate 202-mile collection system with its own personnel while contracting – and as a signatory – with the Central Marin Sanitation Agency (CSMA) for wastewater treatment and disposal services.

The District’s services are reviewed separately in full in Marin LAFCo’s Central Marin Wastewater Services Study (2017). This study can be viewed at [marinlafco.org](http://marinlafco.org).

## **Parks and Recreation**

The Town of Fairfax offers its residents recreation and leisure programming through its own Recreation and Community Services Department. Formerly having been partnered with the San Anselmo Recreation Department, the Fairfax Recreation and Community Services Department had its formal inception in 2011. The department provides year-round recreational, educational, and social programs, services, and events to the Town’s residents. The department offers a myriad of program offerings including gymnastics for toddlers and school aged children, summer camps,

futsal, basketball, teen events, as well as classes for adults and seniors. The department is also tasked with hosting some of the Town's large scale events such as the Fairfax Festival the Easter Egg Hunt, as well as some facility rentals.

The department also houses the Town's Communications and Marketing Specialist. This position oversees the Town-wide communication and marketing efforts which includes website development and maintenance, the Town's social media pages, monthly Town newsletters, and the biannual Recreation brochure.

A few of the notable accomplishments for the department in FY 2018-19 include:

- Expanded and enhanced class offerings for all age groups
- Worked with Ross Valley Fire Department to provide chipper service to residents as part of wildfire safety prevention
- Sponsored and hosted a variety of events that benefit the citizens of Fairfax such as the town-wide picnic, spring egg hunt, and volunteer appreciation ceremony
- Created a new Town website to make a more modern and user-friendly, ADA compliant, and searchable resource

Some of the goals and objectives that have been identified for FY 2019-20 include:

- Continue Holiday Craft Fair fundraising event with Sustainable Fairfax
- Apply for \$100,000 in grant funding from the American Association of Retired People in order to improve sidewalks, provide more Age Friendly benches, purchase stationary outdoor fitness equipment, and install chess tables in the park
- Educate residents on disaster preparedness
- Implement Phase 2 of Peri Park renovations project

General fund appropriations for the Recreation and Community Services Department for FY 2019-20 totaled \$263,709<sup>26</sup>, which is an increase of \$33,563, or 12.73%, from FY 2018-19. A majority of the increase<sup>27</sup> can be attributed to approximately \$25,000 being moved from the Town Clerk's budget to the Recreation and Community Services budget for the Communications and Marketing Specialist.

## 6.8 FINANCIAL OVERVIEW

The Town of Fairfax prepares an annual report on the Town's financial statements in accordance with established governmental accounting standards. The most recent audited financial statement was prepared by the independent certified accounting firm, Maze and Associates, which issued an unqualified opinion on the Town's financial statements for the fiscal year ending June 30, 2018 (the most recent available at the time of this study). An unqualified opinion is an independent

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<sup>26</sup> [Town of Fairfax 2019-20 Operating Budget; Pg. 5](#)

<sup>27</sup> [Town of Fairfax 2019-20 Operating Budget; Pg. xi](#)

auditor's judgment that a company's financial statements are fairly and appropriately presented, without any identified exceptions, and in compliance with generally accepted accounting principles.

The Town adopts an annual budget which is effective July 1<sup>st</sup> for the ensuing fiscal year. The budget reflects estimated revenues and expenditures. Appropriations and spending authorizations are approved by the Town Council. The Town Council may amend the budget by resolution during the fiscal year in order to respond to emerging needs, changes in resources, or shifting priorities. Expenditures may not exceed appropriations at the fund level, which is the legal level of control. The Town Manager is authorized to transfer budgeted amounts between accounts, departments, or funds.

### Revenues and Expenditures

The FY 2019-20 expenditure budget for the Town of Fairfax is \$10,513,038<sup>28</sup>. The expenditure budget is supported predominantly by a projected General Fund revenue of \$7,345,300<sup>29</sup>, with the remaining difference coming from Special Funds such as the Police Fund, Measure J, and Gas Tax.

For FY 2019-20, the Town reports that funds for general operations are projected to be \$300,000, or 4.3% higher than those of the previous year, while operating uses are projected to grow by \$570,000, or 5.8% from the previous year. A few of the key contributing factors to the increase in expenditure projections include:

- Salaries and wages increased by 3.3% over FY 2018-19
- Benefits and payroll costs increased by 4.7% over FY 2018-19
- Retirement costs increased by 6.2% over FY 2018-19

Likewise, some of the main components of the increased revenue projections include:

- Approximately 2.4% or 100,000 increase to property tax revenue over FY 2018-19
- 3% increase in projected sales tax revenue over FY 2018-19
- Special revenue funds are projected to transfer in approximately \$50,000 more than FY 2018-19

The Town derives revenue from several sources. Primary revenue sources include property taxes (56.4%), charges for services (8%), and sales tax (7.1%). Other revenues include Measure J, Measure C, franchise fees, and utility/hotel tax. A full breakdown of both General Fund revenues and expenditures can be seen below in tables 6-4 and 6-5.

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<sup>28</sup> [Town of Fairfax 2019-20 Operating Budget; Pg. 8](#)

<sup>29</sup> [Town of Fairfax 2019-20 Operating Budget; Pg. 7](#)

**Table 6-4: Town of Fairfax General Fund Revenue**

<b>GENERAL FUND REVENUES OVERVIEW</b>				
<b>Revenue Detail</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>Variance</b>	<b>Variance in %</b>
<b>Property Tax</b>	\$4,265,964	\$4,369,900	\$103,936	2.4%
<b>Sales Tax (1%)</b>	\$756,594	\$756,300	(\$294)	0.0%
<b>Measure D&amp;C Sales Tax (.75%)</b>	\$681,000	\$724,000	\$43,000	6.3%
<b>Utility</b>	\$360,000	\$361,000	\$1,000	.3%
<b>Other Revenues</b>	\$977,742	\$1,134,100	\$156,000	16%
<b>Total General Fund Revenue</b>	<b>\$7,041,300</b>	<b>\$7,345,300</b>	<b>\$304,000</b>	<b>4.3%</b>

**Table 6-5: Town of Fairfax General Fund Expenditures**

<b>GENERAL FUND EXPENDITURES OVERVIEW</b>				
<b>Department/Division</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>Variance</b>	<b>Variance in %</b>
<b>Town Council</b>	\$284,630	\$287,598	\$2,969	1%
<b>General Administration</b>	\$806,345	\$835,257	\$28,912	3.6%
<b>Development Services</b>	\$773,500	\$797,228	\$23,728	3.1%
<b>Public Safety</b>	\$5,780,028	\$6,175,947	\$395,919	6.8%
<b>Public Works</b>	\$774,593	\$803,269	\$28,676	3.7%
<b>Recreation &amp; Community Services</b>	\$226,761	\$263,709	\$36,948	16.3%
<b>Parks &amp; Facility</b>	\$330,015	\$339,550	\$9,535	2.9%
<b>Non Departmental</b>	\$963,583	\$1,009,026	\$45,443	4.7%
<b>Total General Fund</b>	<b>\$9,939,456</b>	<b>\$10,513,038</b>	<b>\$572,128</b>	<b>5.8%</b>

## Debt

The Town of Fairfax generally incurs long-term debt to finance projects or purchase assets which will have useful lives equal to or greater than the related debt. High debt levels can overburden a municipality, while low debt levels may indicate underutilized capital investment capacity. The totality of the Town’s debt obligations for the fiscal year ended June 30, 2018, totaled \$8,063,919<sup>30</sup>. The Town’s current long-term debt obligations are as follows:

- **2008 General Obligation Revenue Bonds** – In August of 2008, the Town was issued General Obligation Revenue Bonds in the amount of \$2,231,000 by the Fairfax Financing Authority. The funds were used to refund the 2000 General Obligations Bonds as well as to fund specific capital projects within the Town. Appropriations made by the Town for FY 2019-20 for both principal and interest totaled \$200,419. As of June 30, 2019, the

<sup>30</sup> [Town of Fairfax Audit for the year ended June 30, 2018; Pg. 33](#)

remaining balance was \$1,285,000. The bonds are set to mature on August 1, 2031.

- **Revenue Bonds, Series 2012** – In March of 2010, the Town was issued General Obligation Refunding Bonds in the amount of \$2,880,000 by the Fairfax Financing Authority. Proceeds from these Town Bonds were used to repay the 2002 General Obligations Bonds as well as to fund capital projects within the Town. Appropriations made by the Town for FY 2019-20 for both principal and interest totaled \$216,363. As of June 30, 2019, the remaining balance was \$1,990,000. The bonds are set to mature on August 1, 2022.
- **2016 General Obligation Refunding Bonds** – In 2016, the Town issued \$1,239,000 in General Obligation Refunding Bonds. The proceeds were used to advance refund \$1,330,000 of the Town’s outstanding 2006 General Obligation Bonds. The Town advance refunded the 2006 General Obligation Bonds to reduce its total debt service payments over 11 years by \$316,667. Appropriations made by the Town for FY 2019-20 for both principal and interest totaled \$127,633. As of June 30, 2019, the remaining balance was \$1,036,000.
- **2017 PERS Refinancing Lease Agreement** – In 2017, the Town entered into a lease agreement with the Fairfax Financing Authority for a total amount of \$3,860,000 to finance a one-time payment to CalPERS for the Town’s unfunded obligations. In comparison to what the Town was projected to pay CalPERS, the Town is projecting to realize a total savings of 17.32% or \$653,340. Appropriations made by the Town for FY 2019-20 for the lease totaled \$481,182.
- **Capital Improvement Notes** – In February of 2018 the Town entered into five promissory notes with the County of Marin totaling \$500,000, to finance infrastructure projects associated with the Town’s Capital Improvement Program.

A full overview of the Town’s debt service requirements can be seen below in table 6-6

**Table 6-6: Town of Fairfax Debt Service Requirements**

DEBT SERVICE REQUIREMENTS			
Year-End June 30	Principal	Interest	Total
2019	\$834,694	\$322,641	\$1,157,335
2020	\$895,821	\$293,068	\$1,188,889
2021	\$890,399	\$261,118	\$1,151,517
2022	\$654,600	\$213,052	\$886,652
2023	\$693,600	\$213,201	\$906,801
2024-2028	\$3,032,500	\$755,721	\$3,788,221
2029-2033	\$935,000	\$408,240	\$1,343,240
2034-2038	\$961,999	\$110,538	\$1,072,537
<b>Total</b>	<b>\$8,898,613</b>	<b>\$2,596,579</b>	<b>\$11,495,192</b>

The Town also provides a pension plan for employees and is part of the California Public Employees Retirement System (CalPERS). CalPERS provides retirement, disability, and death benefits based on the employee's years of service, age, and final compensation. As of June 30, 2018, the Town's Net Pension Liability was reported at \$5,318,211. In addition to the pension plan, the Town provides other post-employment benefits (OPEB) to its retirees. As of June 30, 2018, the Town carried a net OPEB liability of \$1,524,756 and had 55 employees<sup>31</sup>, both active and inactive, in its OPEB plan.

## 6.9 SUSTAINABILITY

On February 5<sup>th</sup>, 2014, the Town of Fairfax adopted its Climate Action Plan in order to set guidelines to try to mitigate the production of greenhouse gas and compile existing and potential strategies to address climate change. The plan outlines specific guidelines and programs for attaining sustainable lifestyles, building standards, environmental protection, and economic development within the Town. The Town's greenhouse gas (GHG) reduction target is for emissions to be cut by 20% below 2005 levels by 2020, which exceeds the State's direction to local governments to reduce emissions by 15%. The plan has outlined a myriad of local actions that the Town can work towards and, if fully implemented, projections show that local emissions would be cut by 27% based on 2005 levels by the year 2020.

Since the Climate Action Plan's adoption, the Town has taken a host of steps to both hit its initial 20% goal, as well as lay the groundwork for continued emission reductions moving forward. Some of those efforts include:

- Installed energy-efficient lighting, double-paned windows, and a new door in Town Hall
- Installed a 25-kilowatt solar electric system on the Pavilion roof
- Installed electric car charging stations in the Parkade
- Joined the Marin Energy Authority and chose Marin Clean Energy deep green 100% renewable electricity for all Town operations
- Working with funding through the Non-Motorized Transportation Pilot Program, installed new sidewalks on Pastori Avenue and Sir Francis Drake Boulevard with the intention of increasing the mode share of cycling and walking for everyday transportation
- Adopted a Zero Waste resolution that commits the Town to reach a 94% diversion rate by 2020, and an ultimate goal of Zero Waste
- Purchased two hybrids and two fuel-efficient vehicles to optimize fuel utilization with plans for the Police Department to phase more fuel-efficient models into the police fleet as existing vehicles are replaced

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<sup>31</sup> [Town of Fairfax Audit for the year ended June 30, 2018; Pg. 43](#)



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## 7.0 TOWN OF ROSS

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### 7.1 OVERVIEW

Nestled up against the southern border of the Town of San Anselmo and the western border of the City of San Rafael lies the Town of Ross. Originally incorporated in 1908, the Town encompasses an area of approximately 1.6 square miles<sup>32</sup> and has an estimated population of 2,550, making it the 10<sup>th</sup> largest incorporated space in Marin County. The census-designated place of Kentfield sits to the south and separates Ross and the City of Larkspur. Ross is a general law city with a low density of development.

Ross provides its residents with the municipal services of police, parks and recreation, public works, and street maintenance, and community development. Other municipal services to the town are provided by various special districts and joint powers agreements.

**Table 7-1: Town of Ross Overview**

Town of Ross Overview	
<b>Town Manager:</b>	Joe Chinn
<b>Main Office:</b>	31 Sir Francis Drake Boulevard, Ross
<b>Council Chambers:</b>	31 Sir Francis Drake Boulevard, Ross
<b>Formation Date:</b>	August 21, 1908
<b>Services Provided:</b>	Police, Parks & Recreation, Community Development, Street Maintenance, Public Works
<b>City Boundary:</b>	1.6 sq. mi. city limit; 1.6 sq. mi SOI
<b>Population Served:</b>	2,550

### 7.2 FORMATION AND DEVELOPMENT

The Town of Ross was named in remembrance of James Ross, a Scot from Inverness Shire, Scotland, who came to California to find gold in 1849. Seeing a continuous revenue stream to be capitalized in the lumber in the area, in 1857 James Ross purchased the 8,877-acre Rancho Punte de San Quentin y Canada de San Anselmo from Benjamin Buckelew for \$50,000 in gold coin. The sale also included a working steam sawmill at Point San Quentin. The area purchased comprised not only the San Quentin peninsula, but also modern-day Kentfield, Ross, and a part of San Anselmo. Ross passed away in 1862, leaving the land to his wife and three children.

Through the 1890s many estates were established in Ross by wealthy families from San Francisco looking for more rural property. This act increased dramatically in 1906 when the San Francisco earthquake brought many families who decided to reside permanently in Ross. In 1908, the first Ross Fire House was constructed, and the Town of Ross was incorporated. There were 750 homes at that time. Once the Town was incorporated, one of the first actions of the Town Council was

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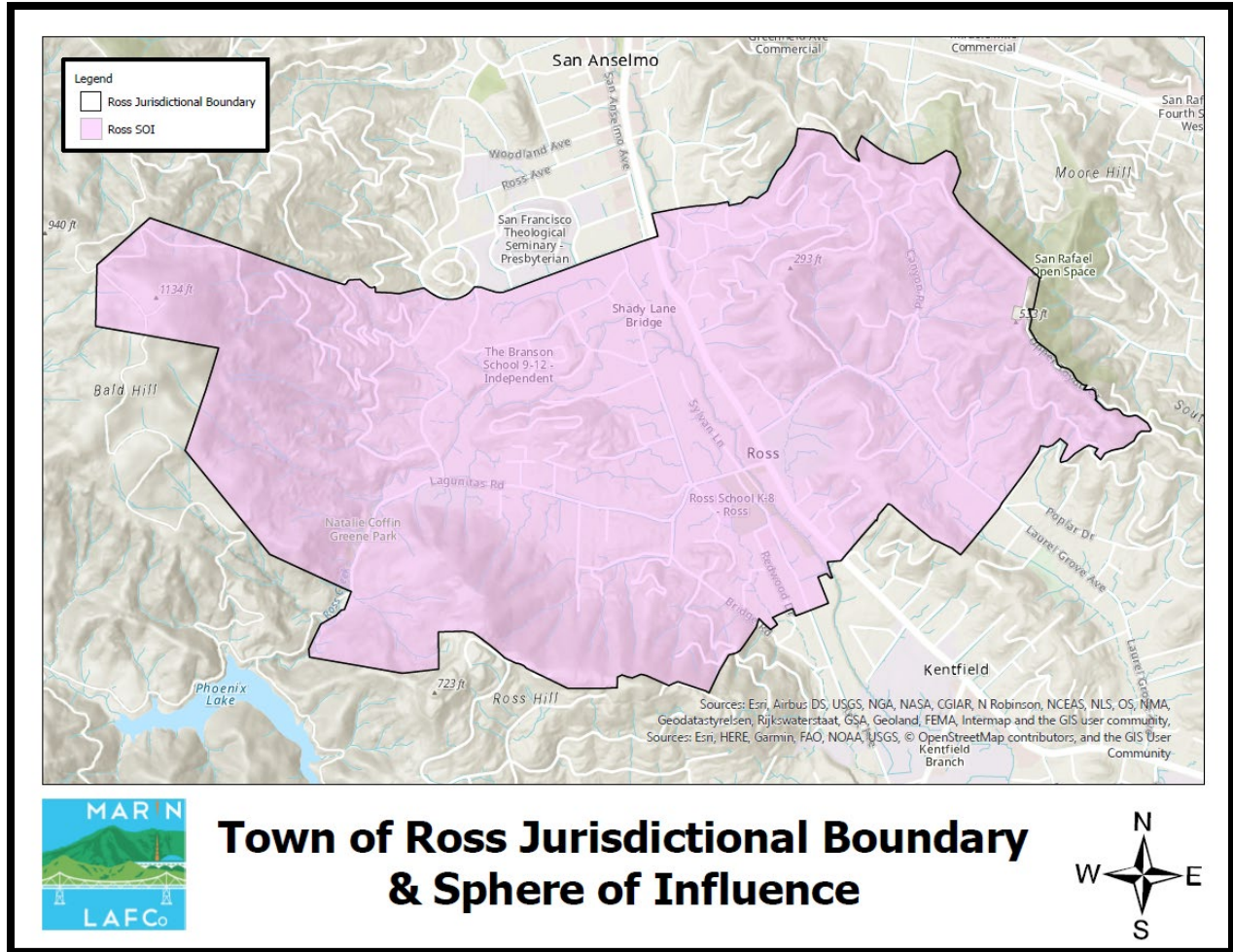
<sup>32</sup> [Marin Map Viewer, Cities](#)



to outlaw the cutting of trees without Town approval, allowing the Town to reside under the canopy it now enjoys today.

### 7.3 JURISDICTIONAL BOUNDARY AND SPHERE OF INFLUENCE

Figure 7-1: Town of Ross Boundaries



The current Town of Ross jurisdictional boundary is roughly 1.6 square miles (984.8 acres). The entirety of the eastern border is contiguous with that of the City of San Rafael. To the north, the Town is bordered by the Town of San Anselmo, while the southern border is flanked by the unincorporated space of Kentfield.

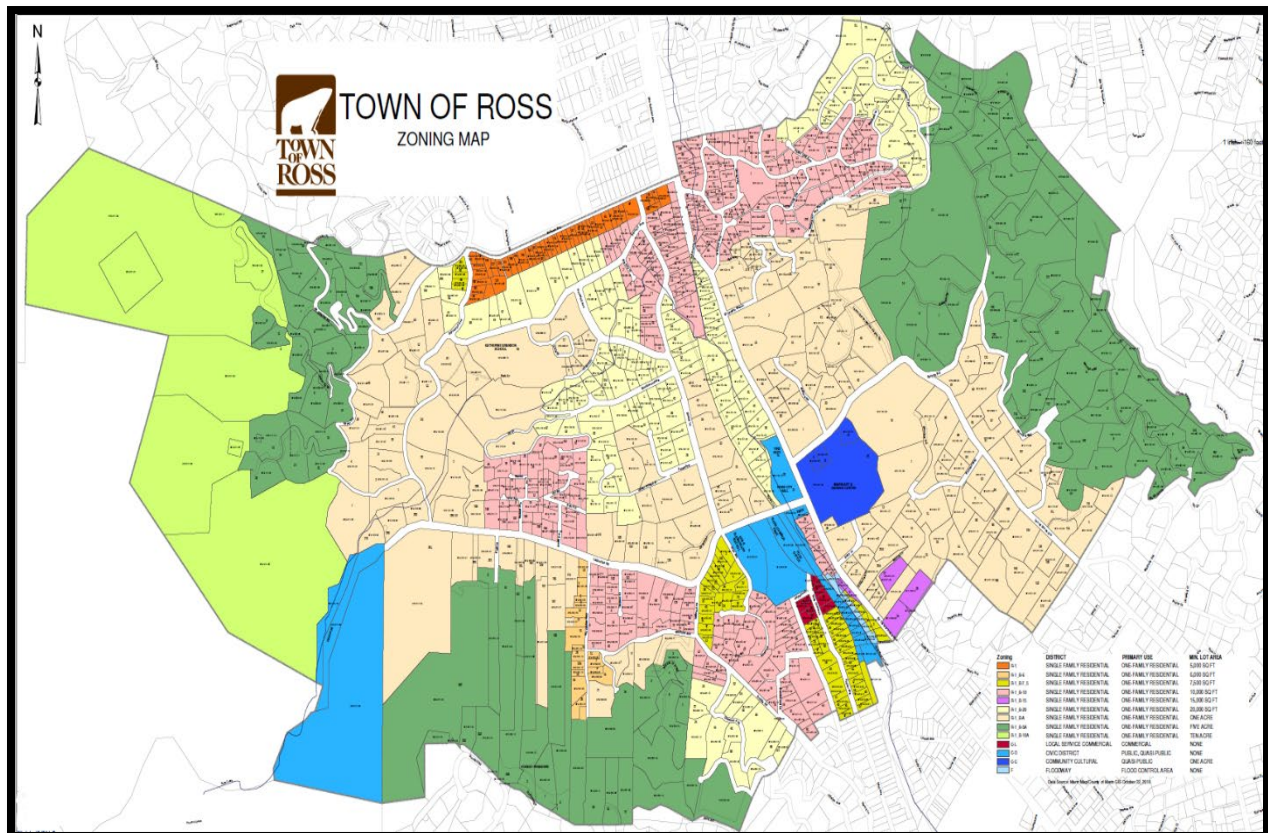
Initially established in 1973, the Town’s original Sphere of Influence (SOI) extended well beyond its jurisdictional boundary. The SOI at that time included all of the incorporated area of Ross, as well as unincorporated open space areas to the west, and an unincorporated area just west of Wolfe Grade off of Laurel Grove Avenue known as Del Mesa. The sphere also overlapped with the Town of Fairfax’s sphere in the open space area to the south of unincorporated Fairfax and the north of unincorporated Ross. In 2007, Marin LAFCo updated the Town’s SOI in order to be more

consistent with the definition of sphere of influence in the Cortese-Knox-Hertzberg Act, as much of the unincorporated area within the sphere was unlikely to be annexed to the Town in the foreseeable future. Open space areas in public ownership west of the Town’s jurisdictional boundaries were removed as the areas did not require urban services. The updated and current SOI is coterminous with the jurisdictional boundary of the Town.

## 7.4 POPULATION AND GROWTH

The Town of Ross has been essentially built out since the 1970s. The majority of the Town’s housing was built prior to 1939<sup>33</sup>. New housing units in Ross are typically constructed by demolishing older outdated structures on existing improved lots as opposed to developing unimproved lots. The official count from the 2010 Census put the Town’s population at 2,415. This was a total change of 86 residents (3.7%) from the 2000 Census number of 2,329. With an annual growth rate of less than 1% over the past decade, the projected population for the Town of Ross in 2020 from the Association of Bay Area Governments is 2,500. A map of the zoning for the Town can be seen below in figure 7-2.

Figure 7-2: Town of Ross Zoning Map



<sup>33</sup> [Town of Ross Housing Element; Pg 24](#)

## 7.5 ORGANIZATION STRUCTURE

### Governance

The Town of Ross is a general law city that operates under a council-manager form of government, in which legislative and policy functions are vested in the Town Council while the Town Manager conducts the day to day town business. The Town Council is comprised of 5 members. The position of Mayor is chosen by a vote of the Council and serves a one-year term. All members are elected to a four-year term. While Council elections have typically been held in June, as of March 3, 2020, the Council elections moved to March in order to coincide with the updated California State Primary Election date.

Town Council duties include establishing legislation and policies governing the Town; adopting all ordinances, resolutions, and major contracts; approving and modifying annual budgets; making appointments to advisory boards; commission and committees; and appointing the Town Manager and Town Attorney. Town Council meetings are regularly scheduled for the second Thursday of each month at 6:00 pm, in the Ross Town Council Chambers located at 31 Sir Francis Drake Boulevard.

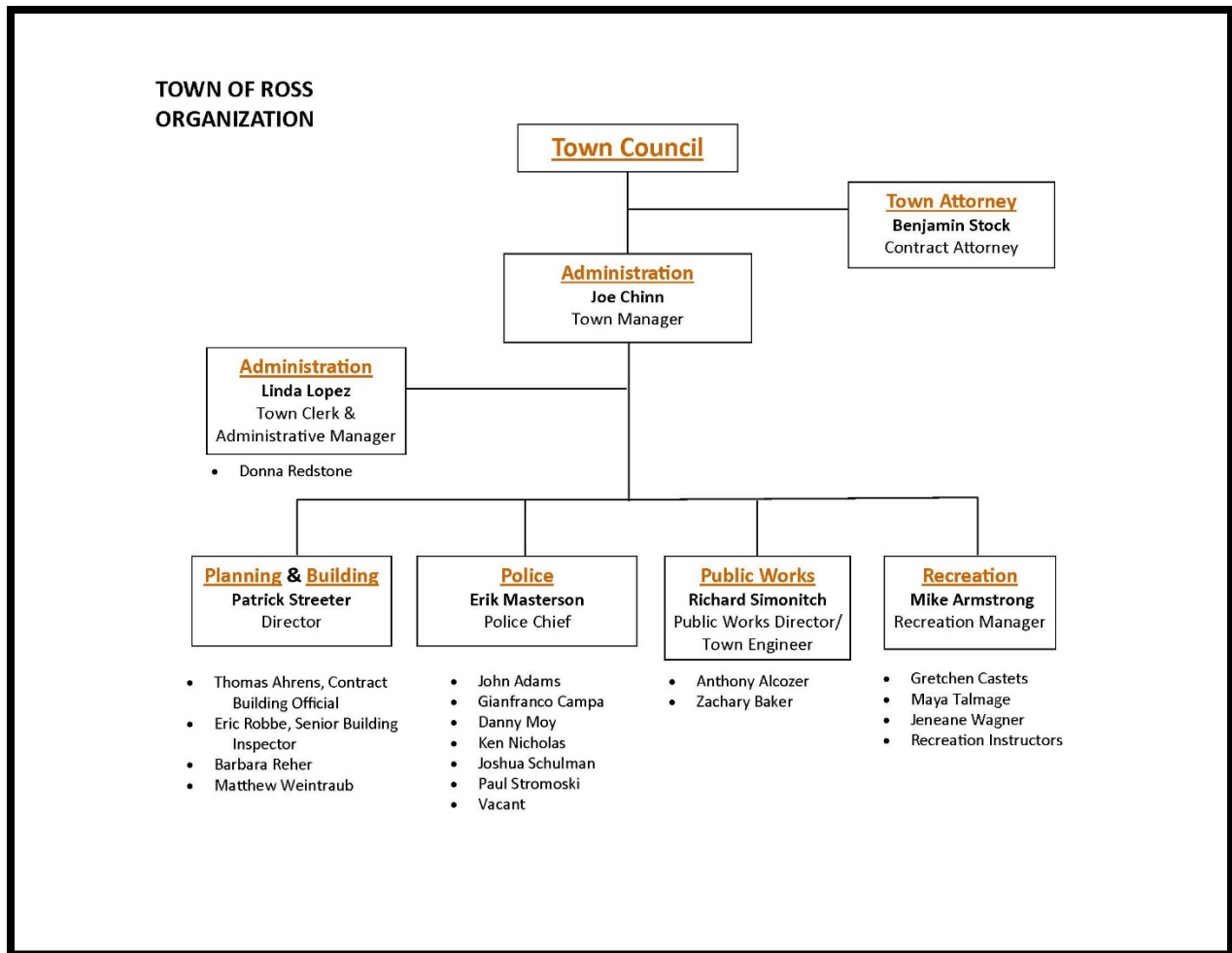
**Table 7-2: Town of Ross Town Council**

Member	Position	Term End
Julie McMillan	Mayor	2022
Elizabeth Robbins	Mayor Pro Tempore	2022
Elizabeth Brekhus	Member	2024
C. William Kircher, Jr.	Member	2024
P. Beach Kuhl	Member	2024

### Administration

The Town Manager is appointed by the Town Council and is responsible for Town operations management and policy implementation on behalf of the Town Council. The Town Manager is an at-will employee and administers the Town of Ross' departments. The current staffing level across all departments is 23.9 Full-Time Equivalent (FTE) employees. The Town's organization chart can be seen below.

**Figure 7-3: Town of Ross Organization Chart**



## 7.6 ACCOUNTABILITY AND TRANSPARENCY

When conducting service reviews and reviewing proposals, LAFCo considers an agency’s accountability for community service needs, including governmental structure, operational efficiencies, financial resources, and promoting public access. The Town offers multiple ways to keep citizens informed about services, meetings, finances, and decision-making processes. Public notices are posted on the website. Past meeting agendas and meeting minutes can be found in the Agendas/Minutes section of the Town’s website. Links to all Council meetings with the staff reports are emailed to approximately 1,170<sup>34</sup> email accounts of people subscribed to Town wide emails. The public may also provide verbal comments or concerns by phone or in person at Town Hall during business hours and/or at Town Council meetings during the public comment period.

<sup>34</sup> Town of Ross Staff Correspondence; July 1, 2020

## 7.7 MUNICIPAL SERVICES

The Town of Ross provides its residents with the municipal services of police, parks and recreation, public works, and street maintenance. The Town also partners with outside agencies for the provision of certain municipal services including water treatment and distribution, wastewater collection, treatment and disposal, garbage collection, and fire protection and emergency response. A description of these services is provided below.

### Fire and Emergency Response

Fire-related services and emergency medical response for the Town of Ross are provided by the Ross Valley Fire Department (RVFD), a joint powers authority encompassing the towns of San Anselmo, Fairfax, and Ross, as well as the unincorporated county area known as Sleepy Hollow. The percentages of the Fire Department budget for the four members are Ross 23.37% Fairfax 23.30%, San Anselmo 40.53%, and Sleepy Hollow 12.80%. For FY 2019-20, the Town's projected expenditures for RVFD are \$2,137,213, 25.2% of projected General Fund expenditures for the Town, and an increase of 5.3%<sup>35</sup> from FY 2018-19. RVFD, and all its correlating services to the Town of Ross, receive a full review in Section 8 of this document.

### Law Enforcement

The Town of Ross provides law enforcement services to all areas within the jurisdictional boundary. The Ross Police Department is located at 33 Sir Francis Drake Boulevard, adjacent to Town Hall. Projected expenditures for FY 2019/20 are \$1,802,918, 22% of General Fund expenditures. This appropriation is an increase of 8.6%<sup>36</sup> over the previous year's budgeted amount of \$1,691,251. Most of the increase can be attributed to an increase in wages and benefits of 8.2% over the prior year's budget. A complete breakdown of the department's budget can be seen below in figure 7-4.

The Police Department employs 8 sworn officers, which equates to 3.14 officers per 1,000 residents. The national average in 2016 (the most recent data available) was 2.17 sworn officers per 1,000 residents. A layout of some of the department's service indicators over the past 7 years can be seen below in Table 7-3.

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<sup>35</sup> [Town of Ross Budget FY 2019-20; Pg. 5](#)

<sup>36</sup> [Town of Ross Budget FY 2019-20; Pg. 5](#)

Figure 7-4: Town of Ross Police Department Budget

Town of Ross Operating Fund Police Department Expenditures Budget 2019 - 2020							
POLICE EXPENDITURES	Account	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 18-19 Est. Actual	FY 19-20 Budget	% change in Budget
<b>Wages</b>							
Police Chief	6033-20	\$ 136,088	\$ 141,751	\$ 144,420	\$ 144,859	\$ 152,784	5.8%
Police Sergeants	6034-20	212,577	220,045	228,120	228,120	234,984	3.0%
Police Officers	6035-20	367,514	379,329	390,464	395,000	409,758	4.9%
Overtime	6110-20	34,387	21,594	30,000	30,000	30,000	0.0%
EMT/Educational Incentive	6043-20	20,661	20,702	21,000	21,000	21,000	0.0%
Longevity Pay	6044-20	28,011	28,820	29,929	29,929	30,827	3.0%
Holiday Pay	6045-20	38,604	26,776	27,627	27,627	28,456	3.0%
Uniform Pay	6141-20	2,978	7,022	7,000	7,000	7,000	0.0%
Contingency for Comp Absences	6085-20	-	-	-	-	63,800	100.0%
<b>Subtotal</b>		840,820	846,039	878,561	883,535	978,608	11.4%
<b>Employee Benefits</b>							
PERS - Employer Share	6211-20	208,559	224,797	245,344	245,500	264,905	8.0%
Cafeteria Plan and Health Insurance	6231-20	148,393	150,683	161,093	153,000	164,317	2.0%
OPEB - retiree health care	6232-20	31,672	25,600	-	-	-	0.0%
Dental Insurance	6241-20	11,243	11,556	11,468	11,500	10,801	-5.8%
Life and Disability Insurance	6251-20	2,143	4,116	4,128	4,200	3,612	-12.5%
Payroll Taxes	6221-20	63,044	65,923	69,329	69,000	75,167	8.4%
Workers Comp	6261-20	62,637	64,212	73,640	65,632	65,077	-11.6%
<b>Subtotal</b>		527,691	546,887	565,002	548,832	583,879	3.3%
<b>Outside Services</b>							
Booking and Misc. Arrest Fees	6620-20	-	-	500	500	500	0.0%
Dispatching Services	6681-20	34,053	41,114	45,200	45,176	50,200	11.1%
J. Prandi Children's Center	6741-20	995	995	995	995	995	0.0%
Major Crimes Task Force	6700-20	850	15,480	16,800	16,749	17,062	1.6%
Marin County OES Service Contract	6760-20	3,676	-	3,700	3,716	3,800	2.7%
AMERA	7101-20	20,454	20,650	20,709	20,709	21,024	1.5%
Payroll Processing Fees	6465-20	1,854	2,153	2,600	2,000	2,000	-23.1%
TRAK Wanted Persons System	6750-20	-	145	150	150	150	0.0%
<b>Subtotal</b>		61,882	80,537	90,654	89,995	95,731	5.6%
<b>Memberships and Organizations</b>							
Association Membership Dues	7961-20	962	300	700	700	700	0.0%
<b>Subtotal</b>		962	300	700	700	700	0.0%
<b>Maintenance and Repairs</b>							
Cleaning and Maintenance	6812-20	4,775	4,069	5,500	5,500	5,500	0.0%
Computer & Telecom Maintenance	8030-20	8,546	8,397	9,000	9,000	9,000	0.0%
Small Equipment and Repairs	7171-20	1,763	1,875	2,000	2,000	2,000	0.0%
Station Repairs	6810-20	5,778	18,019	10,000	50,000	25,000	150.0%
<b>Subtotal</b>		20,862	32,360	26,500	66,500	41,500	56.6%
<b>Vehicles</b>							
Vehicle Gas and Oil	7501-20	11,428	12,373	12,000	12,000	12,000	0.0%
Vehicle Repairs	7521-20	6,497	10,829	9,500	9,500	9,500	0.0%
<b>Subtotal</b>		17,925	23,202	21,500	21,500	21,500	0.0%
<b>Insurance</b>							
Insurance	8001-20	15,320	15,003	15,600	17,373	16,600	6.4%
Insurance Claims	8020-20	-	-	-	-	-	0.0%
<b>Subtotal</b>		15,320	15,003	15,600	17,373	16,600	6.4%

Town of Ross  
Operating Fund  
Police Department Expenditures  
Budget 2019 - 2020

POLICE EXPENDITURES	Account	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 18-19 Est. Actual	FY 19-20 Budget	% change in Budget
<b>Other</b>							
Cell Phones	7815-20	1,480	1,528	1,600	2,250	2,400	50.0%
Disaster Council	8089-20	-	-	-	-	4,000	100.0%
Duplication Costs	8091-20	1,540	1,680	1,700	1,700	2,600	52.9%
Email/Internet	7819-20	12,132	12,320	12,500	9,000	10,000	-20.0%
Emergency Generator Fuel Costs	8133-20	710	1,299	1,000	1,000	1,000	0.0%
Miscellaneous Expense	8041-20	359	398	500	500	500	0.0%
Mobile Data Terminal Fees	7818-20	2,510	2,516	2,600	2,600	2,600	0.0%
PG&E	7820-20	20,398	14,870	22,000	26,000	26,000	18.2%
Police Policy Maintenance	8081-20	3,983	4,182	4,200	4,266	4,300	2.4%
Publications	8082-20	155	108	300	300	300	0.0%
Supplies - Investigative	8120-20	194	244	350	350	350	0.0%
Supplies - Medical	8125-20	-	43	500	500	500	0.0%
Supplies - Office	8131-20	876	1,290	2,000	1,500	1,500	-25.0%
Supplies - Range	8100-20	1,444	1,235	1,700	1,700	1,700	0.0%
Telephones	7810-20	5,294	5,516	5,650	5,650	5,650	0.0%
Training and Classes	7922-20	2,461	4,507	4,500	4,500	-	-100.0%
Video Camera Grants	8134-20	-	-	1,000	1,000	1,000	0.0%
<b>Subtotal</b>		53,536	51,736	62,100	62,816	64,400	3.7%
Police Expenditures before CalPERS UAL		\$ 1,538,998	\$ 1,596,064	\$ 1,660,617	\$ 1,691,251	\$ 1,802,918	8.6%
Pension UAL pay down	6218-20	82,500	330,000	82,500	82,500	82,500	
<b>Total Police Expenditures</b>		\$ 1,621,498	\$ 1,926,064	\$ 1,743,117	\$ 1,773,751	\$ 1,885,418	

Table 7-3: Town of Ross Police Department Service Statistics

	2013	2014	2015	2016	2017	2018	2019
<b>Arrests</b>	11	31	24	7	7	11	8
<b>Parking Citations</b>	261	250	385	198	202	160	174
<b>Moving Citations</b>	123	169	139	62	111	142	69

## Public Works

The Public Works Department for the Town of Ross carries the municipal service responsibilities of management, maintenance, and construction of public facilities and infrastructure within the Town-maintained roads and public rights-of-way. Staff provides maintenance and complete minor repairs of the Town’s infrastructure including (but not limited to) curb striping, storm drainage system and repairs, streets and street signs, tree issues, catch basin cleaning, and minor slide cleanups. The Department also provides oversight and management of construction activities within the FEMA-designated floodplain and coordinates with other regulatory agencies on regional flood or traffic control projects that lie within the Town’s permitting jurisdiction.

The budgeted amount for the department for FY 2019-20 is \$884,117, 11% of the total General Fund expenditures. This amount is .4% less than the prior year’s budget. The decrease stems from functions from this department related to building being transferred to the Planning and Building

Department, causing a reduction in some expenses for the current fiscal year. The department is currently staffed with 3 full-time equivalent employees. A complete breakdown of the Public Works Department's recent budgets can be seen below in figure 7-5.

Figure 7-5: Town of Ross Department of Public Works Budget

Town of Ross Operating Fund Public Works Department Expenditures Budget 2019 - 2020							
PUBLIC WORKS	Account	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 18-19 Est. Actual	FY 19-20 Budget	% change in Budget
<b>Wages</b>							
Director Pub Works/Town Engineer	6090-30	\$ 75,516	\$ 138,343	\$ 149,321	\$ 149,321	\$ 156,923	5.1%
Director of PW - Other Pay	6091-30	2,067	3,610	3,600	3,600	3,600	0.0%
Public Works Superintendent	6100-30	64,951	101,779	104,516	104,516	107,656	3.0%
Public Works Supt - other pay	6101-30	-	1,662	2,400	2,400	2,400	100.0%
Public Works - Maint Worker	6112-30	50,653	54,768	59,051	59,051	63,258	7.1%
Building and PW Secretary	6150-30	55,492	44,087	-	-	-	0.0%
In Lieu Health	6173-30	2,256	1,595	-	-	-	0.0%
<b>Subtotal</b>		250,935	345,844	318,888	318,888	333,837	4.7%
<b>Employee Benefits</b>							
PERS - Employer Share	6210-30	32,763	45,314	55,684	49,000	53,099	-4.6%
Cafeteria Plan and Health Insurance	6230-30	49,884	60,012	89,260	61,600	63,125	-29.3%
OPEB - retiree health care	6232-30	11,036	8,000	-	-	-	0.0%
Dental Insurance	6240-30	3,514	4,333	5,734	4,800	4,629	-19.3%
Life & Disability Insurance	6250-30	2,164	2,541	2,915	2,160	2,215	-24.0%
Payroll Taxes	6220-30	19,928	27,092	29,011	23,200	24,540	-15.4%
Worker's Comp Insurance	6260-30	10,622	22,110	26,874	20,151	23,706	-11.8%
Uniform Reimb.	6140-30	817	398	-	-	-	0.0%
<b>Subtotal</b>		130,728	169,800	209,478	160,911	171,314	-18.2%
<b>Outside Services</b>							
Animal Services	6600-30	23,505	22,934	24,000	22,104	26,709	11.3%
Arborists	6410-30	6,133	6,161	7,000	11,000	9,000	28.6%
Engineering Services - Encroachments	6439-30	47,598	-	-	-	-	0.0%
Engineering Services - Other	6440-30	79,921	1,728	5,000	11,000	20,000	300.0%
Outside Services - maintenance work	6115-30	-	3,300	5,000	4,000	4,000	-20.0%
Payroll Processing Fees	6465-30	715	861	1,100	1,000	1,000	-9.1%
<b>Subtotal</b>		157,872	34,984	42,100	49,104	60,709	44.2%
<b>Memberships &amp; Organizations</b>							
Assoc/Organizations/Dues	7960-30	-	221	500	500	500	100.0%
Marin General Services Authority	6655-30	3,610	3,611	3,700	5,395	5,375	45.3%
Marin Map	6630-30	6,000	6,000	6,000	6,000	6,000	0.0%
MCSTOPPP - Marin Co Pollution Prevention	6650-30	8,260	10,175	9,269	9,269	9,623	3.8%
MTC - StreetSavers Subscription	6657-30	750	-	750	750	750	0.0%
Storm Water Fees-State and Nat'l	6651-30	6,556	7,192	7,200	7,330	7,300	1.4%
Transportation Authority of Marin-dues	6640-30	5,709	5,709	5,900	5,691	5,800	-1.7%
<b>Subtotal</b>		30,885	32,908	33,319	34,935	35,348	6.1%
<b>Building and Land Maintenance</b>							
Building Maintenance	6810-30	7,510	13,987	12,000	12,000	12,000	0.0%
Creek Maintenance	6900-30	7,998	7,261	10,000	10,000	10,000	0.0%
Drainage Maintenance	6910-30	4,073	8,624	9,000	9,000	9,000	0.0%
Park Maintenance - Coffin Greene	7010-30	8,070	7,362	8,500	8,500	8,500	0.0%
Park Maintenance - F.S. Allen	7000-30	13,796	11,290	13,500	13,500	13,500	0.0%
Park Maintenance - Ross Common County of Marin Measure A Parks	7020-30	22,751	22,164	19,000	25,000	25,000	31.6%
Pest Control	6841-30	3,395	4,065	4,000	4,000	4,000	0.0%
6 Redwood Parcel Maintenance	6840-30	-	47	1,000	1,000	1,000	0.0%
Sanitation	7840-30	3,347	3,595	3,800	3,818	3,900	2.6%
Town Hall/Post Office Landscaping	6809-30	530	-	6,000	6,000	6,000	0.0%
Water	7850-30	8,216	12,875	15,000	15,000	15,000	0.0%
<b>Subtotal</b>		79,686	91,270	101,800	107,818	107,900	6.0%



Town of Ross  
Operating Fund  
Public Works Department Expenditures  
Budget 2019 - 2020

PUBLIC WORKS	Account	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 18-19 Est. Actual	FY 19-20 Budget	% change in Budget
<b>Street Maintenance</b>							
Bridge Maintenance and Repair	6905-30	-	-	10,000	5,000	5,000	100.0%
PG&E - Street Lights	7830-30	33,613	32,741	37,000	35,000	33,000	-10.8%
Roadway Striping and Curb Painting	7200-30	326	317	2,000	2,000	2,000	0.0%
Median Island Maintenance	7215-30	102	186	1,000	1,000	1,000	0.0%
Street Signs	7240-30	510	653	1,500	3,500	2,000	33.3%
Street Sweeping	7210-30	52,000	52,000	52,000	52,000	52,000	0.0%
Street Maintenance - Other	7209-30	64	513	1,000	1,000	1,000	0.0%
Traffic Signal Maintenance	7250-30	4,033	3,009	6,000	7,000	5,000	-16.7%
<i>Subtotal</i>		90,648	89,419	110,500	106,500	101,000	-8.6%
<b>Tree Maintenance -</b>							
Tree Planting and Replacement	7440-30	1,696	1,329	2,000	2,000	4,000	100.0%
Tree Pruning & Maintenance	7400-30	7,245	7,481	7,500	11,000	9,000	20.0%
Tree Removal	7430-30	20,507	14,650	15,000	15,000	18,000	20.0%
<i>Subtotal</i>		29,448	23,460	24,500	28,000	31,000	26.5%
<b>Vehicles</b>							
Vehicles - Gas & Oil	7500-30	2,670	2,213	2,400	2,400	2,400	0.0%
Vehicles - Repairs	7520-30	3,850	4,921	4,000	4,000	4,000	0.0%
<i>Subtotal</i>		6,520	7,134	6,400	6,400	6,400	0.0%
<b>Insurance</b>							
Insurance	8000-30	15,320	15,003	15,600	17,372	16,600	6.4%
Insurance Claims/Costs	8020-30	-	-	-	-	-	0.0%
<i>Subtotal</i>		15,320	15,003	15,600	17,372	16,600	6.4%
<b>Rents</b>							
Portable Office Space	8033-30	7,885	9,851	-	-	-	0.0%
<i>Subtotal</i>		7,885	9,851	-	-	-	0.0%
<b>Other</b>							
Miscellaneous	8040-30	-	-	-	105	100	100.0%
PG&E - Buildings	7820-30	8,454	15,738	9,500	3,800	4,000	-57.9%
Permit Tracking License - annual fee 20%	8088-30	-	4,967	4,980	-	5,210	4.6%
Publications, Codes, etc.	8080-30	387	663	700	700	700	0.0%
Small Equipment	7170-30	1,851	2,104	2,000	2,600	2,000	0.0%
Supplies - Office	8130-30	7,688	2,984	4,000	4,000	4,000	0.0%
Telephones	7810-30	1,598	1,849	2,000	2,000	2,000	0.0%
Training & Classes	7920-30	135	1,670	2,000	2,000	2,000	0.0%
<i>Subtotal</i>		20,113	29,975	25,180	15,205	20,010	-20.5%
<b>Public Works Expend before CalPERS UAL</b>		<b>\$ 820,040</b>	<b>\$ 849,648</b>	<b>\$ 887,765</b>	<b>\$ 845,133</b>	<b>\$ 884,117</b>	<b>-0.4%</b>
Pension UAL pay down	6217-30	17,500	76,969	17,500	17,500	17,500	
<b>Total Public Works Expenditures</b>		<b>\$ 837,540</b>	<b>\$ 926,617</b>	<b>\$ 905,265</b>	<b>\$ 862,633</b>	<b>\$ 901,617</b>	

A few of the notable accomplishments by the department in FY 2018-19 include:

- Completed renovation of historic picnic area and picnic structure at Natalie Coffin Green Park
- Performed surface and subsurface restoration on 3 residential streets
- Continued processing of CEQA clearance for bridge replacement project
- Processed 94 encroachment permits for work in the Public Right of Way

Major projects that have been completed thus far in FY 2019-20 include:

- Replaced a major underground stormwater collection system in Bolinas Avenue (in partnership with the Town of San Anselmo)
- Restored part of Ross Common for park and open space purposes
- Performed surface and subsurface restoration on 5 residential streets
- Completed processing of CEQA clearance for bridge replacement project
- Processed 56 encroachment permits for work in the Public Right of Way

## Water

Water services to the Town of Ross are provided by the Marin Municipal Water District (MMWD), an independent special district, which is a separate local agency from the Town of Ross. The District's services are reviewed separately in Marin LAFCo's Countywide Water Service Study (2016). This study can be viewed at [marinlafco.org](http://marinlafco.org).

MMWD's jurisdictional boundary spans 148 square miles. 61% of this area is unincorporated and the additional 39% lies in 10 cities/towns, including the entirety of Ross and its surrounding unincorporated areas. MMWD is currently authorized to provide three specific services within its jurisdictional boundary: (1) domestic water; (2) non-potable water; (3) and recreation. The district's governing board is comprised of 5 members who are elected by electoral divisions to staggered 4-year terms. The Town of Ross is represented by electoral division 3. Larry Bragman is the elected official currently holding the seat for Division 3. MMWD currently meets on the first and third Tuesday of each month at 7:30 p.m. at the District's Administrative Office at 220 Nellan Avenue in Corte Madera.

## Wastewater

Wastewater services to the Town of Ross are provided by County Sanitary District No. 1 or the Ross Valley Sanitary District (RVSD) as it is more commonly known. The District was established in 1899 and encompasses an approximate 19.7 square mile jurisdictional boundary within east-central Marin County. Governance is provided by an independent five-member Board of Directors whose members are elected at-large to staggered four-year terms.

RVSD is currently organized as a single-purpose agency with municipal operations limited to wastewater collection though it is empowered – subject to LAFCo approval – to provide solid waste (including collection), recycled water, and storm drainage services. RVSD maintains an approximate 202-mile collection system with its own personnel while contracting – and as a signatory – with the Central Marin Sanitation Agency (CSMA) for wastewater treatment and disposal services.

The District's services are reviewed separately in full in Marin LAFCo's Central Marin Wastewater Services Study (2017). This study can be viewed at [marinlafco.org](http://marinlafco.org).

## Parks and Recreation

The Town of Ross provides its residents recreation and leisure services by way of the Ross Recreation Department. The department was formed in 1972 in order to offer recreation and community service to the Town's residents as well as neighboring areas. Offering just a few basic classes in its infancy, the department now offers more than 100 classes annually for participants

ranging from infants to seniors. The department’s program offerings include youth and adult sports, after school enrichment, youth summer camps, special interest classes, and community events.

The recreation department is funded primarily by user fees. The vast majority of these user fees (97%) come from the department’s youth program offerings. The department’s outstanding engagement of local youths is highlighted by its after-school program called Kids Club, as well as its multiple summer camps and youth special interest classes. With 6.5 full-time equivalents (FTE) employees, the department offers a myriad of programs by way of staff and independent contractors. Facility access for many of the programs that the department offers is obtained through a long-term lease agreement with the Ross School District.

Prior to FY 2019-20, the Town used a stand-alone fund for budgeting purposes for the department. This Recreation Fund transferred out its remaining monies<sup>37</sup> (\$364,058) in FY 2019-20 to the Facilities and Equipment fund for the restoration of the Natalie Coffin Greene Park. Moving forward, the recreation department is incorporated into the Town’s operating fund. For FY 2019-20, projected expenditures for the department are \$860,849, which is 2.3% less than the previous year’s expenditures of \$907,923. Projected departmental revenues of \$783,100 are expected to be 6% less than FY 2018-19’s revenues of \$854,320. The Ross Recreation Department’s financials can be viewed below in figures 7-6 and 7-7.

**Figure 7-6: Town of Ross Recreation Department Revenue**

<b>Recreation Revenue</b>							
Adult Classes	5350-95	8,370	10,065	10,000	10,000	10,000	0.0%
Kids Classes	5352-95	726,049	758,476	800,000	765,000	780,000	-2.5%
Tennis Revenue	5361-95	3,220	6,040	3,500	5,000	3,500	0.0%
Rental Income - Field	5182-95	15,580	16,590	17,000	8,520	14,000	-17.6%
Contributions	5400-95	500	-	-	-	-	0.0%
Special Events - July 4th etc	5486-95	-	5,060	6,000	3,600	3,600	-40.0%
Miscellaneous Revenue	5487-95	342	-	-	200	-	100.0%
RV Sanitary Dist - reimbursements	5485-95	-	-	-	65,000	-	100.0%
Preschool related revenue	Various	219,383	310,034	25,000	25,000	-	-100.0%
Credit Card Fees	5362-95	(27,082)	(26,469)	(28,000)	(28,000)	(28,000)	0.0%
<b>Subtotal</b>		<b>946,362</b>	<b>1,079,796</b>	<b>833,500</b>	<b>854,320</b>	<b>783,100</b>	<b>-6.0%</b>

<sup>37</sup> [Town of Ross Budget FY 2019-20; Pg. 9](#)

Figure 7-7: Town of Ross Recreation Department Expenditures

RECREATION EXPENDITURES	Account	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 18-19 Est. Actual	FY 19-20 Budget	% change in Budget
<b>Wages</b>							
Recreation Manager (75% time)	6180-95	80,176	82,624	84,872	84,872	87,422	3.0%
Recreation Specialists	6182-95	64,535	51,023	76,338	76,338	80,150	5.0%
Recreation Instructors and Leaders	6192-95	188,427	199,195	205,000	195,000	200,000	-2.4%
Admin Assistant	6184-95	15,985	12,767	8,253	8,253	8,500	3.0%
Admin Clerk	6186-95	6,897	7,970	11,990	7,000	5,098	-57.5%
In Lieu Health	6173-95	2,256	3,364	5,250	5,850	5,850	11.4%
Office Asst to Town	6109-95	14,991	-	-	-	-	0.0%
Preschool Teachers	6190-95	110,903	141,899	-	-	-	0.0%
<b>Subtotal</b>		484,170	498,842	391,702	377,313	387,020	-1.2%
<b>Employee Benefits</b>							
PERS - Employer Share	6210-95	12,226	11,798	16,947	16,947	17,362	2.4%
Cafeteria Plan and Health Insurance	6230-95	-	-	-	-	-	0.0%
OPEB - retiree health care	6232-95	1,600	1,600	-	-	-	0.0%
Dental Insurance	6240-95	-	328	1,077	1,373	1,739	100.0%
Life & Disability Insurance	6250-95	639	954	1,602	1,602	1,602	0.0%
Payroll Taxes	6220-95	42,741	43,498	33,211	33,211	32,799	-1.2%
Worker's Comp Insurance	6260-95	14,246	14,824	11,346	11,346	9,827	-13.4%
<b>Subtotal</b>		71,452	73,002	64,184	64,479	63,329	-1.3%
<b>Outside Services</b>							
Accountant	6400-95	6,536	5,041	6,000	5,000	-	-100.0%
Attorneys	6420-95	78,449	10,716	6,000	3,000	5,000	-16.7%
Audit	6430-95	2,000	-	-	-	-	0.0%
Brochure	8206-95	7,235	5,743	2,000	2,000	2,000	0.0%
Custodial Services	6660-95	5,594	5,265	5,500	5,000	5,000	-9.1%
Consultants - Other	6448-95	3,956	58	1,000	1,000	1,000	0.0%
Contractors - Preschool	6451-95	5,130	4,640	-	1,850	-	-100.0%
Contractors - Program	6449-95	209,881	189,548	210,000	190,000	205,000	-2.4%
Consultants - Website	6450-95	15,156	7,978	10,000	10,000	10,000	0.0%
Payroll Processing Fees	6465-95	4,098	4,736	4,000	3,500	3,500	-12.5%
<b>Subtotal</b>		338,035	233,725	244,500	221,350	231,500	-5.3%
<b>Rent</b>							
Rent - Program	8036-95	6,526	9,291	8,000	10,000	10,000	25.0%
Rent - Ross School - summer program	8037-95	2,060	6,388	7,500	7,500	7,500	0.0%
Rent - Preschool at St. John's	8035-95	82,097	80,345	1,250	1,250	-	-100.0%
Lease Termination Fee - St. John's	8035-95	-	15,000	-	-	-	-
<b>Subtotal</b>		90,683	111,024	16,750	18,750	17,500	4.5%
<b>Maintenance and Repairs</b>							
Park Maintenance - Ross Common	7020-95	21,313	22,598	20,000	90,000	25,000	25.0%
Tennis/Paddle Court Maintenance	7032-95	3,921	7,992	4,000	4,000	4,000	0.0%
Maintenance - Other	6932-95	-	-	-	2,429	-	0.0%
<b>Subtotal</b>		25,234	30,590	24,000	96,429	29,000	20.8%
<b>Insurance</b>							
Insurance	8000-95	15,320	15,004	15,600	17,372	16,600	6.4%
Insurance Claims/Costs	8020-95	-	-	-	-	-	0.0%
<b>Subtotal</b>		15,320	15,004	15,600	17,372	16,600	6.4%
<b>Other - Preschool Expense</b>							
Other Preschool Expense	Various	14,040	30,038	-	-	-	0.0%
<b>Subtotal</b>		14,040	30,038	-	-	-	0.0%
<b>Program Expense</b>							
Program Expense for Classes	8250-95	75,786	56,814	85,000	75,000	80,000	-5.9%
<b>Subtotal</b>		75,786	56,814	85,000	75,000	80,000	-5.9%

RECREATION EXPENDITURES	Account	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 18-19 Est. Actual	FY 19-20 Budget	% change in Budget
<b>Other</b>							
Advertising	8204-95	6,275	8,660	4,500	4,500	4,500	0.0%
Bank Charges	6466-95	107	148	200	200	200	0.0%
Miscellaneous	8040-95	1,727	1,698	2,500	2,500	2,500	0.0%
Postage	8208-95	91	211	200	200	200	0.0%
Special Events and Activities	7940-95	1,802	10,119	12,000	13,000	12,000	0.0%
Supplies	8130-95	2,130	3,961	3,500	3,500	3,500	0.0%
Telephone	7810-95	5,190	6,078	6,500	2,700	3,000	-53.8%
<b>Subtotal</b>		17,322	30,875	29,400	26,600	25,900	-11.9%
<b>Debt Service</b>							
Ross School - Lease - interest	8525-95	9,465	9,438	9,410	9,410	9,380	-0.3%
Ross School - Lease - principal	8525-95	535	562	590	590	620	5.1%
<b>Subtotal</b>		10,000	10,000	10,000	10,000	10,000	0.0%
<b>Recreation Expend before CalPERS UAL &amp; Arrears</b>		\$ 1,142,042	\$ 1,089,914	\$ 881,136	\$ 907,293	\$ 860,849	-2.3%
Pension UAL pay down	6217-95	-	5,105	-	-	-	
<b>Total Recreation Expenditures</b>		\$ 1,142,042	\$ 1,095,019	\$ 881,136	\$ 907,293	\$ 860,849	-2.3%

## 7.8 FINANCIAL OVERVIEW

The Town of Ross prepares an annual report on the Town's financial statements in accordance with established governmental accounting standards. The most recent audited financial statement was prepared by the independent certified accounting firm, Eide Bailly LLP, which issued an unqualified, opinion on the Town's financial statements for the fiscal year ending on June 30, 2019. An unqualified opinion is an independent auditor's judgment that a company's financial statements are fairly and appropriately presented, without any identified exceptions, and in compliance with generally accepted accounting principles.

The town adopts an annual budget which is effective July 1<sup>st</sup> for the ensuing fiscal year. The budget reflects estimated revenues and expenditures. Appropriations and spending authorizations are approved by the Town Council. The Town Council may amend the budget by resolution during the fiscal year in order to respond to emerging needs, changes in resources, or shifting priorities. Expenditures may not exceed appropriations at the fund level, which is the legal level of control. The Town Manager is authorized to transfer budgeted amounts between accounts, departments, or funds.

### Revenues and Expenditures

The FY 2019-20 expenditure budget for the Town of Ross is \$8,375,353. The expenditure budget is supported predominantly by a projected revenue of \$7,513,060, with the remaining difference coming from the Public Safety Tax (\$866,992) as well as funds retained from previous periods for capital projects and prior year unallocated resources.

For FY 2019-20, the Town reports that funds for general operations are projected to be \$324,260, or 4.5% higher than those of the previous year, while operating uses are projected to grow by \$557,107, or 6% from the previous year. A few of the key contributing factors in the increase<sup>38</sup> in expenditure projections include:

- 3.9% increase in wages and benefits over FY 2018-19

<sup>38</sup> [Town of Ross Budget FY 2019-20; Pg. 5](#)

- 4.7% increase in General Government over FY 2018-19
- 20.5% increase in Planning and Building over FY 2018-19

Likewise, some of the main components of the increased revenue projections include:

- 5.7% increase in projected basic property tax revenue over FY 2018-19
- 29.5% increase in projected investment income and rents over FY 2018-19
- 13.6% increase in projected excess ERAF funds over FY 2018-19

The Town derives revenue from several sources. Primary revenue sources include property taxes (56%), Public Safety Tax (10%), building (10%), and recreation fees (10%). Other revenues include investments and rents, other taxes (such as sales and transient occupancy tax), and planning. A full breakdown of both revenue and expenditure percentages for the Town for FY 2019-20 can be seen in figures 7-8 and 7-9 below, as well as the General Fund summary for the past 4 years in figure 7-10.

Figure 7-8: Town of Ross Revenues Chart

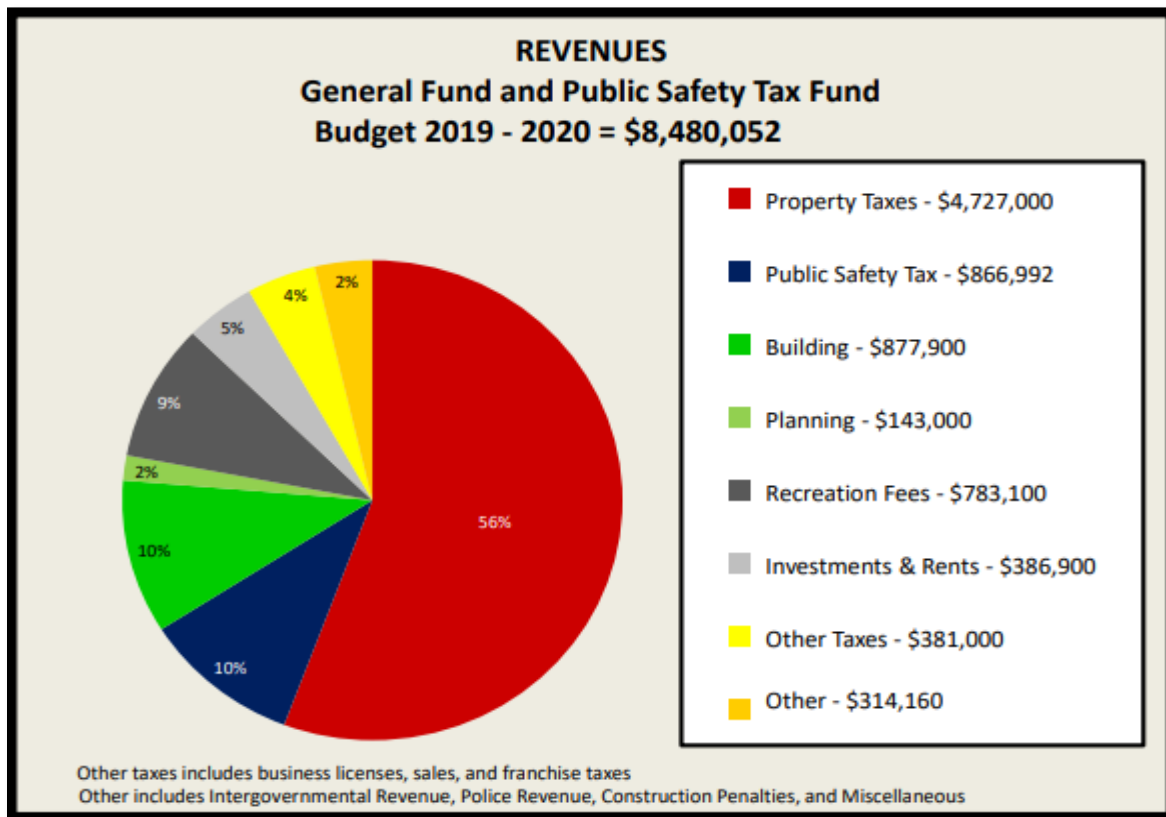


Figure 7-9: Town of Ross Expenditures Chart

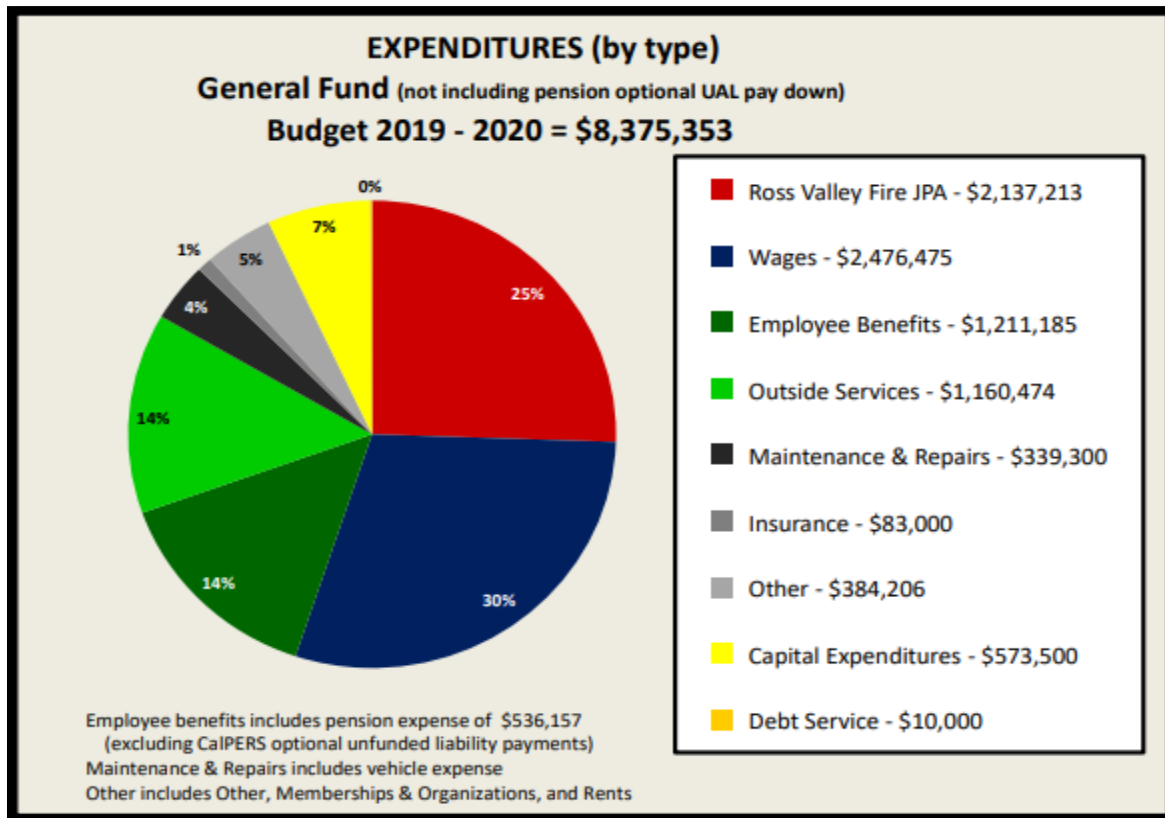


Figure 7-10: Town of Ross Expenditures by Department

Expenditures BY DEPARTMENT	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Budget	FY 18-19 Est. Actual	FY 19-20 Budget	% change in Budget
<b>General Fund</b>						
General Government	\$ 773,882	\$ 781,310	\$ 872,181	\$ 847,588	\$ 913,458	4.7%
Fire	1,872,273	2,043,525	2,168,518	2,188,868	2,297,045	5.9%
Police	1,538,998	1,596,064	1,660,617	1,691,251	1,802,918	8.6%
Planning and Building	194,724	884,486	866,129	812,188	1,043,466	20.5%
Public Works	1,201,316	849,648	887,765	845,133	884,117	-0.4%
Recreation	1,132,042	1,079,914	871,136	897,293	850,849	-2.3%
<i>Subtotal</i>	6,713,235	7,234,947	7,326,346	7,282,321	7,791,853	6.4%
Capital Expenditures	318,309	435,613	565,000	525,925	573,500	1.5%
Debt Service	20,938	10,000	10,000	10,000	10,000	0.0%
<b>Total General Fund Expenditures</b>	<b>7,052,482</b>	<b>7,680,560</b>	<b>7,901,346</b>	<b>7,818,246</b>	<b>8,375,353</b>	<b>6.0%</b>

## Debt

The Town of Ross generally incurs long-term debt to finance projects or purchase assets that will have useful lives equal to or greater than the related debt. High debt levels can overburden a municipality, while low debt levels may indicate underutilized capital investment capacity. The totality of the Town's debt obligations for the fiscal year ended June 30, 2019, is \$187,605. The Town's current long-term debt obligations are as follows:

- Capital Lease – In November of 2012, the Town signed a memorandum of understanding (MOU) with the Ross School District in order to lease a building on which the Town pays a minimum of \$10,000 per year to have access to a minimum of eight classes to conduct recreation classes. The present value of minimum lease payments for this obligation at year-end (FY 18/19) was \$187,605.
- Compensated Absences – Town employees accumulate earned but unused vacation, sick, and compensatory benefits, some of which can be converted to cash at the termination of employment. At year-end (FY 18/19), \$326,032 was reported, which is an increase of \$18,723 over the previous year.

The Town also provides a pension plan for employees and is part of the California Public Employees Retirement System (CalPERS). CalPERS provides retirement, disability, and death benefits based on the employee's years of service, age, and final compensation. As of June 30, 2019, the Town's Net Pension Liability was \$3,367,736. As of the most recent CalPERS Actuarial Valuation on June 30, 2018, the Town's pension funded ratio was 83.7%. In addition to the pension plan, the Town provides other post-employment benefits (OPEB) to its retirees. As of June 30, 2019, the Town carried a net OPEB asset of \$182,894. As of the June 30, 2017, actuarial valuation, the Town had 26 employees, both active and inactive, in its OPEB plan.

## 7.9 SUSTAINABILITY

In November 2010, the Town of Ross adopted its Climate Action Plan, assessing its greenhouse gas footprint and proposed policies and programs to reduce greenhouse gas emissions town-wide by 15% based on 2005 levels by the year 2020 and by 40% below 1990 levels by the year 2030. The plan outlines programs for attaining sustainable lifestyles, building standards, environmental protection, and economic development within the Town. In a study released in September 2018 of the Town's 2016 community emissions, the Town had already reduced its community emissions by 23% from the 2005 levels. In that time, the Town has reduced emissions from approximately 15,723 metric tons of carbon dioxide equivalents to 12,122. In order to meet the 2030 goal, the Town must reduce emissions by another 4,100. Emissions reductions in the seven tracked community sectors over the course of 2005-2016 can be seen below in figure 7-11



Figure 7-11: Town of Ross Community Emissions Reductions

Year	Residential	Commercial	Transportation	Waste	Off-Road	Water	Wastewater	Total	% Change from 2005
2005	8,217	995	5,442	737	161	84	85	15,723	
2006	8,029	959	4,797	740	168	77	83	14,852	-6%
2007	8,825	1,146	4,879	677	202	93	97	15,918	1%
2008	8,873	1,107	4,918	583	168	90	98	15,836	1%
2009	8,567	1,081	4,993	501	148	84	90	15,464	-2%
2010	8,039	1,010	4,916	497	139	50	81	14,732	-6%
2011	8,161	993	4,916	484	138	36	78	14,805	-6%
2012	8,010	876	4,847	502	136	38	81	14,490	-8%
2013	7,842	848	4,699	512	135	45	81	14,162	-10%
2014	6,497	718	4,542	516	132	37	75	12,517	-20%
2015	6,629	701	4,403	537	129	31	74	12,504	-20%
2016	6,428	638	4,212	625	125	22	72	12,122	-23%
Change from 2005	-1,789	-357	-1,230	-113	-36	-63	-13	-3,601	
% Change from 2005	-22%	-36%	-23%	-15%	-22%	-74%	-15%	-23%	

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## 8.0 ROSS VALLEY FIRE DEPARTMENT

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### 8.1 OVERVIEW

The Ross Valley Fire Department (RVFD) is a Joint Powers Authority (JPA) that is comprised of the fire departments from the towns of San Anselmo, Ross, and Fairfax, as well as the Sleepy Hollow Fire Protection District. The RVFD boundary surrounds approximately 9 square miles of the Ross Valley area in the heart of Marin County. This area, along with the towns, includes the entirety of the Census Designated Place (CDP) of Sleepy Hollow as well as the unincorporated area west of the San Rafael City Limits, Baywood Canyon and east of Baywood Canyon in Fairfax, south of the Sleepy Hollow Fire Protection District and north of the Meadow Club. The department serves a population of approximately 25,000 in the Ross Valley corridor. The last Municipal Service Review that included RVFD was conducted in April of 2007 as part of the Ross Valley Area Service Review and Sphere of Influence Update.

The primary function of RVFD is to provide structural fire and emergency medical response to the Town of San Anselmo, Town of Ross, Town of Fairfax, and the unincorporated area of Sleepy Hollow. The RVFD also participates in the Marin County and California Mutual Aid System with nearby fire districts and responds to wildland fires as needed.

**Figure 8-1: Ross Valley Fire Department Overview**

Ross Valley Fire Department Overview			
<b>Primary Contact:</b>	Chief Jason Weber	<b>Phone</b>	(415)-435-7200
<b>Main Office:</b>	777 San Anselmo Avenue, San Anselmo		
<b>Formation Date:</b>	1982		
<b>Services Provided:</b>	Fire Protection and Emergency Response		
<b>Service Area:</b>	5,735 acres		
<b>Population Served:</b>	≈25,000		

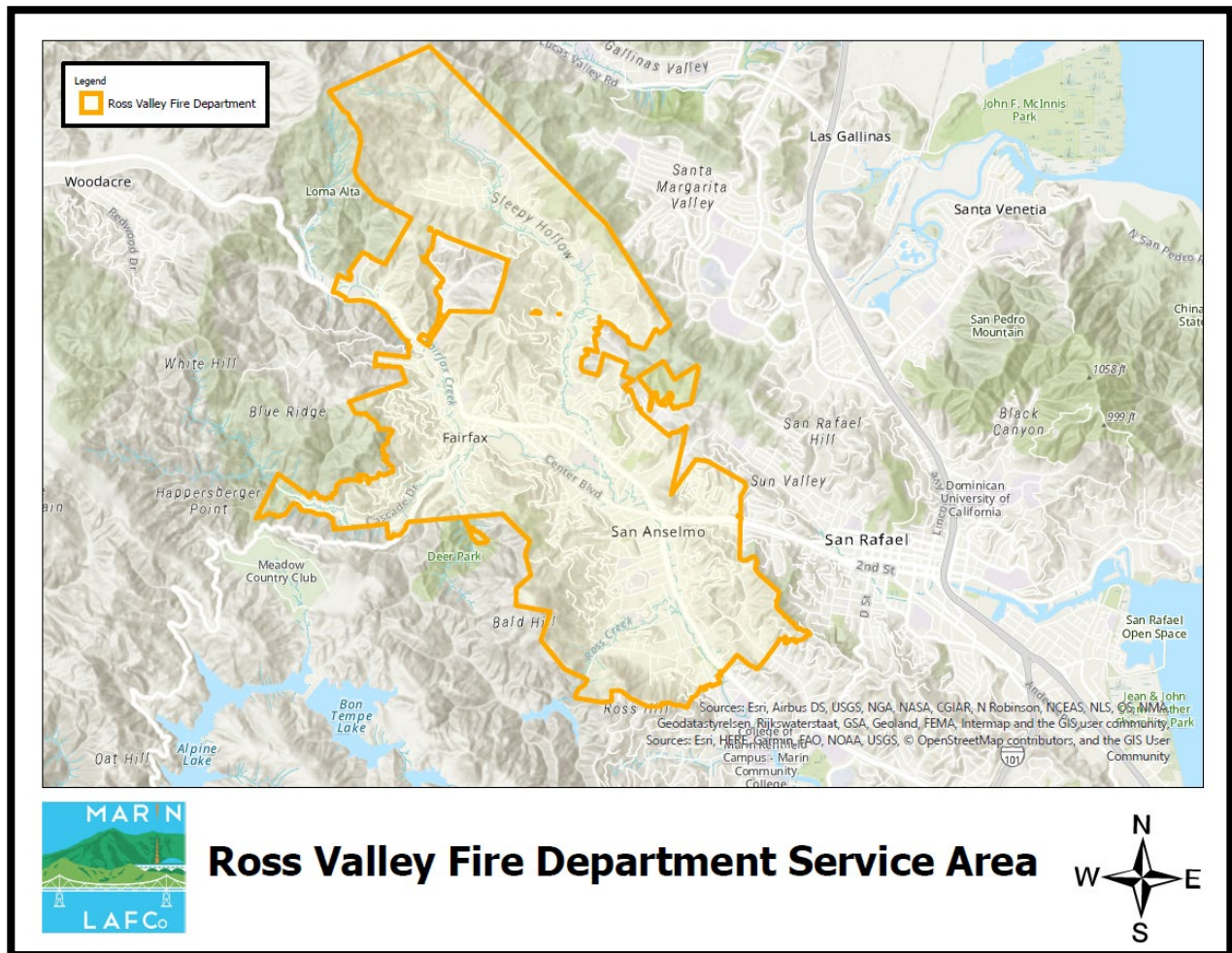
### 8.2 FORMATION AND DEVELOPMENT

The Ross Valley Fire Department's formation can be traced back to the early 1900s with the creation of the earliest volunteer fire departments that were created within the Towns of Ross, San Anselmo, and Fairfax at the time of their inceptions. San Anselmo was the earliest to spawn its department, with the San Anselmo Volunteer Fire Department forming in 1907. Not far behind, the Town of Ross erected the Ross Fire House in 1908, and the Ross Volunteer Fire Department was established in 1910. Also in 1910, the Town of Fairfax Volunteer Fire Department was established as a function of the Fairfax Improvement Club. The Sleepy Hollow Fire Protection District was established in 1949, with what is now Fire Station 20 being built in 1961.

In 1982, the Town of San Anselmo and the Town of Fairfax consolidated their two departments in order to form the Ross Valley Fire Department. The goal of the consolidation was to provide a

larger and more efficient fire service that could provide a higher level of fire protection and emergency response to the residents of San Anselmo, Fairfax, and Sleepy Hollow. Robert Beedle, the Fire Chief for San Anselmo at the time, became the first Ross Valley Fire Chief. In 2009, the Town of Ross contracted with the Ross Valley Fire Department for Battalion Chief staffing coverage, laying some of the groundwork for the relationship that would ultimately lead to the Town of Ross voting to consolidate fire services with the Ross Valley Fire Department.

**Figure 8-1: Ross Valley Fire Department Boundary**



### 8.3 MUNICIPAL SERVICES

#### Fire Protection and Emergency Response

The Ross Valley Fire Department provides fire suppression (structure, vegetation, and vehicle), emergency medical services, fire prevention and inspections, hazardous materials spills response, vehicle accident response, disaster response, and community education to the towns of San Anselmo, Ross, and Fairfax, as well as the CDP of Sleepy Hollow. Incident call types that RVFD respond to include building fires, grass and brush fires, vehicle fires, other fires, medical, vehicle accident, hazardous conditions, service calls, good intent, false alarms, and severe weather. The department has 4 stations located in Ross, San Anselmo, Fairfax, and Sleepy Hollow respectively.

The department currently has 33 full-time equivalent<sup>39</sup> (FTE) employees made up of 3 Battalion Chiefs, 12 Captains, 15 Engineers, 2 Fire Inspectors, and 1 Admin Assistant. Daily on duty staffing consists of eight personnel staffing four Type-1 fire engines as well as one Duty Battalion Chief. In addition, Medic 18 with two paramedic/firefighters from the Ross Valley Paramedic Authority (RVPA) is located at Station 18 in the Town of Ross. The Department has devised a specific response plan by incident type that dictates the exact resources to be dispatched to a given incident. This response plan can be seen below in Table 8-2. The Fire Chief oversees the general operations of the department in accordance with the policy direction of the Board of Directors. The Fire Chief is supported by a Deputy Fire Chief and a Deputy Director of Fire.

Ross Valley Fire Department has been classified as a Class 2 Public Protection Classification rating by the Insurance Services Office (ISO), an organization that independently evaluates municipal fire-protection efforts throughout the United States. An ISO rating of 1 is the highest possible that can be given to any fire department using this metric, with both Class 1 and Class 2 being considered “excellent”. Insurance companies often use ISO information combined with other factors to establish local property insurance rates – generally offering lower fire policy premiums in communities with better protection. The department remains determined to achieve a Class 1 ISO classification with continued improvements and increased staffing levels.

In 2018 (most recent available data), RVFD responded to 2,685 incidents, 1,424 (53%) of which being for emergency medical services. Station 21 had the highest number of responses, followed closely by Station 19, each with just over 900 responses. Station 20 had the next highest response number with just under 500, followed by Station 18 with 330. A breakdown of the responses in 2018 by incident type can be seen below in Table 8-3.

**Table 8-2: Ross Valley Fire Department Response Plan**

Incident Type	Resources Dispatched	Total Personnel
Single-Patient EMS	1 Engine + 1 Paramedic Ambulance	4
Vehicle Fire	1 Engine	2
Building Fire, Initial Response	3 Engines, 1 Ladder Truck, 1 Paramedic Ambulance, 1 Battalion Chief	12
Wildland Fire	4 Engines or Wildland Engines, 1 Paramedic Ambulance, 1 Battalion Chief	12
Rescue	3 Engines, 1 Ladder Truck, 1 Paramedic Ambulance, 1 Battalion Chief	12
Hazardous Material	3 Engines, 1 Paramedic Ambulance, 1 Battalion Chief	12

<sup>39</sup> RVFD Staff Correspondence; June 10, 2020

**Table 8-3: Ross Valley Fire Department Incidents by Type**

Incident Type	2018
EMS call, excluding vehicle accident with injury	1,343
Dispatched and canceled en route	232
Public Service	197
Assist invalid	135
Smoke Scare, odor of smoke	126
Public service assistance, other	75
Vehicle accident with injuries	51
Smoke detector activation, no fire – unintentional	49
False alarm or false call, other	41
Alarm system sounded, no fire – unintentional	35
Gas leak (natural gas or LPG)	32
Power line down	31
Good intent call, other	30
No incident found on arrival of incident address	22
Smoke detector activation due to malfunction	20
Unintentional transmission of alarm, other	17
Motor vehicle accident no injuries	16
Service call, other	16
Building fire	16
Alarm system sounded due to malfunction	16
CO detector activation due to malfunction	15

### Facilities and Apparatuses

RVFD operates and maintains 4 fire stations with 1 concurrently used as its administrative building (Station 19). The stations are:

- Station 18 – 33 Sir Francis Drake Boulevard, Ross, CA 94957
- Station 19 – 777 San Anselmo Avenue, San Anselmo, CA 94960
- Station 20 (Sleepy Hollow) – 150 Butterfield Road, San Anselmo, CA 94960
- Station 21 – 10 Park Road, Fairfax, CA 94930

RVFD also has a variety of apparatus that serve the community ranging from support vehicles to paramedic trucks. The department also has a handful of support vehicles that include the Fire Chief Command Vehicle, Battalion Chief Command Vehicle, Utility Vehicles, Inspector Vehicle, and a sedan. RVFD’s apparatus listed by station is provided below.

*Station 18:* 1 First Due Type 1 Fire Engine, 1 Reserve Type 1 Fire Engine, 1 Transport Ambulance

*Station 19:* 1 First Due Type 1 Fire Engine, 1 Reserve Type 1 Fire Engine

*Station 20:* 1 First Due Type 1 Fire Engine, 1 Reserve Type 1 Fire Engine

*Station 21:* 1 First Due Type 1 Fire Engine, 1 Reserve Type 3 Fire Engine

## 8.4 ORGANIZATION STRUCTURE

### Board of Directors

The Ross Valley Fire Department is governed by an eight-member board that is comprised of two designees from each of the four participating agencies. The Town Councils of Fairfax, San Anselmo, and Ross, as well as the Board of Directors of the Sleepy Hollow Fire Protection District, annually designates two voting members to sit on the RVFD Board. With these internal appointments being the status quo, there are no term limits levied upon any of the board members. Additionally, each member appoints an alternate to serve in his/her place in the event of a scheduling conflict.

The RVFD Board of Directors oversees policy adoption, adopting an annual budget, and setting fees for services, among other things. Any change in the member agency's cost-sharing percentage, any revision of the adopted budget that results in an increase in the annual member's contribution, any change to fire station service levels, or approval of any single expenditure in excess of three percent of the adopted operating budget requires a unanimous vote of the full board.

The Board of Directors regularly meets on the second Wednesday of each month at 6:30 pm at Station 19, located at 777 San Anselmo Avenue in San Anselmo. Board meeting packets can be downloaded from the RVFD website or viewed at Station 19. There are no regularly scheduled meetings in August or December. A list of the current RVFD board members and their agency affiliations can be seen below in Table 8-4.

**Figure 8-4: Ross Valley Fire Department Board Members**

Member	Agency
Elizabeth Brekhus	Town of Ross
Beach Kuhl	Town of Ross
Ford Greene	Town of San Anselmo
Steve Burdo	Town of San Anselmo
Thomas Finn	Sleepy Hollow FPD
Richard Shortall	Sleepy Hollow FPD
John Reed	Town of Fairfax
Renee Goddard	Town of Fairfax

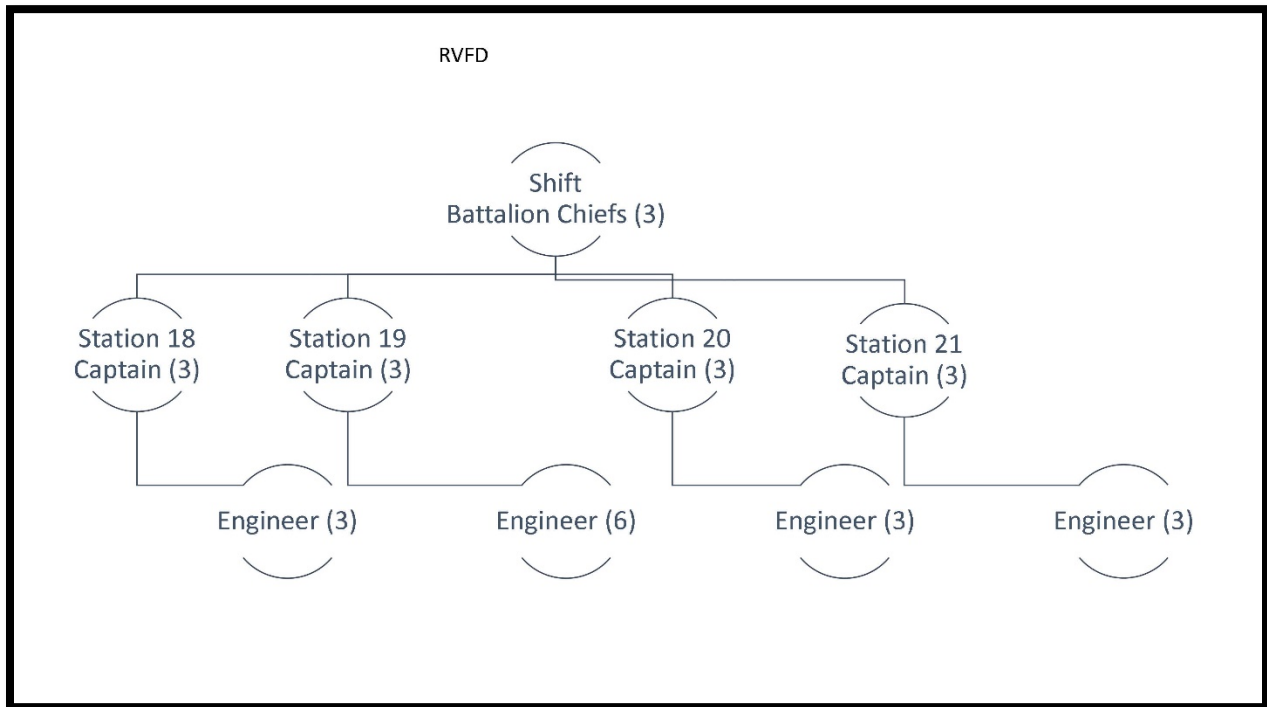
### Administration

RVFD receives administrative oversight from an Executive Officer. The position of Executive Officer rotates between the Town managers of Fairfax, San Anselmo, and Ross for two-year terms. A Fire Chief is appointed by the Board of Directors for operational oversight. The Fire Chief reports to the Board through the Executive Officer. The current Fire Chief is Jason Weber, whose services are currently rendered through a memorandum of understanding (MOU) with Marin County Fire Department (MCFD). The MOU also provides the department with the services (when necessary) of the Deputy Chief-Operations, Deputy Director of Fire, Fire Marshal, Battalion Chief-Wildfire Protection, Battalion Chief-Training, Battalion Chief-EMS, Administrative Services Manager, Administrative Services Associate, and other MCFD staff as determined necessary by the MCFD. RVFD pays 30% of the total cost of the Fire Chief's services to the

MCFD, as well as varying lesser percentages for the other previously mentioned positions of service.

Other services provided to RVFD by MCFD include providing management and oversight for financial services and administration, managing human resource functions, providing management and general oversight of the Department's community risk reduction programs, providing management and general oversight of the Department's Emergency Medical Services (EMS) program, and providing general coordination of the Department's training program. The current staffing level is 33 Full-Time Equivalent (FTE) employees. The department's organization chart can be seen below in figure 8-2.

**Figure 8-2: Ross Valley Fire Department Organization Chart**



## 8.5 ACCOUNTABILITY AND TRANSPARENCY

The RVFD has consistently made it a priority to maintain high accountability and transparency with all its activities. The RVFD website ([www.rossvalleyfire.org](http://www.rossvalleyfire.org)) provides information on Board meetings, financial reports, stations, history, apparatus, and more.

### Meeting and Agendas

The RVFD Board of Directors meets regularly on the second Wednesday of each month at 6:30 p.m. at the Ross Valley Fire Department Administrative Headquarters Station 19, 777 San Anselmo Avenue in San Anselmo. Special meetings are held as needed to go over specific topics

such as the annual budget. Meeting agendas and minutes can be found on the RVFD website ([www.rossvalleyfire.org/about/board/board-meetings](http://www.rossvalleyfire.org/about/board/board-meetings)).

### **Annual Budget Review**

The RVFD maintains extensive budgetary controls. The budget, adopted no later than the June Board meeting each year, provides overall control of revenue and expenditures, including appropriations on a line item basis and the means of financing them. Monthly reports on expense activity are produced to assist Battalion Chiefs in monitoring activities and programs. These reports are also reviewed by the Fire Chief and the Executive Officer to assure budgetary compliance. At the time of this document's writing, the most recent adopted budget and audit for the Department were not posted on the RVFD website. Staff has been notified and is in the process of updating the site with the most up to date financial information.

## **8.6 FINANCIAL OVERVIEW**

### **Revenue**

Approximately 80% of RVFD's annual operating revenues<sup>40</sup> come by way of contributions from its four member agencies. The agency contribution percentages are as follows: Town of San Anselmo – 40.53%; Town of Fairfax – 23.30%; Town of Ross – 23.37%; Sleepy Hollow Fire Protection District – 12.80%. For fiscal year (FY) 2019-20, each agency's General Fund contribution was as follows: Town of San Anselmo - \$3,559,251 (25% of Town's General Fund expenditures); Town of Fairfax - \$2,046,152 (24% of Town's General Fund expenditures); Town of Ross - \$2,046,152 (25% of Town's General Fund expenditures); Sleepy Hollow Fire Protection District - \$1,124,067 (84% of District's General expenditures). Each agency saw an increase their contributions to the RVFD General Fund of approximately 5.14% in comparison to their FY 2018-19 contribution. Additional revenue for the Department comes by way of the County of Marin, Ross Valley Paramedic Authority reimbursement, plan checking fees, and other miscellaneous. A breakdown of the Department's revenues for the fiscal years ended June 30, 2019, and 2018 can be seen below in Figure 8-3.

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<sup>40</sup> [RVFD 2019-20 Budget; Pg. 5](#)



Figure 8-3: Ross Valley Fire Department Revenues

	<u>2019</u>	<u>2018</u>
<b>Revenues:</b>		
Intergovernmental:		
Town of San Anselmo (Contract)	\$ 3,376,047	\$ 3,246,346
Town of Fairfax (Contract)	1,940,832	1,865,806
Sleepy Hollow (Contract)	1,066,208	1,024,992
County of Marin (Contract)	201,094	159,920
Town of Ross (Contract)	1,949,787	1,859,101
Ross Apprentice Program		
Prior Authority		
Side fund payment	-	50,451
Retiree health	394,757	473,007
MERA Bond	38,288	38,250
Retirement Contribution	646,332	495,709
Other sources	1,108,158	856,937
Fire Prevention Fees	339,951	331,938
Investment earnings	17,554	5,649
Miscellaneous	62,693	49,084
<b>Total revenue</b>	<u><u>11,141,701</u></u>	<u><u>10,457,190</u></u>

## Financial Audit

The Ross Valley Fire Department prepares an annual report on the Department's financial statements in accordance with established governmental accounting standards. The most recent audited financial statement was prepared by the independent certified accounting firm, Maze and Associates Accountancy Corporation, which issued an unqualified or "clean" opinion of the Department's financial statements for the fiscal year ending June 30, 2019. An analysis of the Department's changes in net position for the fiscal years ended June 30, 2019 and June 30, 2018 can be seen below in Figure 8-4.

Figure 8-4: Ross Valley Fire Department Net Position

	<u>Activities</u>		<u>Percent Change</u>
	<u>2019</u>	<u>2018</u>	
<b>Revenues:</b>			
Program revenues:			
Charges for services	\$ 11,061,454	\$ 10,402,457	6%
General revenues:			
Investment earnings	17,554	5,649	211%
Miscellaneous	62,693	49,084	28%
<b>Total revenues</b>	<u><u>11,141,701</u></u>	<u><u>10,457,190</u></u>	7%
<b>Expenses:</b>			
Fire services	10,994,083	9,780,016	12%
<b>Total expenses</b>	<u><u>10,994,083</u></u>	<u><u>9,780,016</u></u>	12%
<b>Change</b>	<u><u>\$ 147,618</u></u>	<u><u>\$ 677,174</u></u>	-78%

## Debt

The RVFD, as of June 30, 2019, is carrying long-term debt<sup>41</sup> totaling \$20,750,612. This is an increase of \$757,973 compared to the prior fiscal year. The increase is primarily due to the department entering into a loan agreement with the Sleepy Hollow Fire Protection District in the amount of \$708,535 to finance a portion of the purchase of two fire engines. The remainder of the outstanding debt is attributed to pension, other post-employment benefits (OPEB), and compensated absences liabilities.

The RVFD provides a pension plan for employees and is part of the California Public Employees Retirement System (CalPERS). CalPERS provides retirement, disability, and death benefits based on the employee's years of service, age, and final compensation. As of June 30, 2019, the RVFD Net Pension Liability was \$12,520,916. As of June 30, 2018, the Department had a pension funded ratio of 75.71%. In addition to the pension plan, the TFPD provides post-retirement healthcare benefits to its retirees. As of June 30, 2019, the Department carried a Net OPEB liability total of \$6,801,240, with 63 total employees both active and inactive in the Department's OPEB plan. Lastly, the Department also offers its employees paid time off, of which certain amounts are paid out to the employee upon their departure from the Department. As of June 30, 2019, the RVFD had \$853,377 in compensated absences on the books.

## 8.7 WILDLAND FIRE PREPAREDNESS

Local agencies such as the Ross Valley Fire Department play a critical role in protecting natural resources and the environment. Extended periods of drought, changing climate patterns, wind, and low humidity has the potential to increase the occurrence and severity of wildland fires which could threaten structures and lives in the wildland-urban interface.

The RVFD participated in the Community Wildfire Protection Plan that was released in 2016. This was a collaborative effort among fire agencies in the county, local fire organizations including FIRESafe Marin, land management agencies, and community stakeholders. Through this effort, areas of concern throughout the county were identified based on population, fire behavior, vegetation, and other factors. Additionally, several goals were stated and associated action items were created to better prepare Marin County for wildland fires. One such goal is to "Increase awareness, knowledge, and actions implemented by individuals and communities to reduce human loss and property damage from wildland fires, such as defensible space and fuels reduction activities, and fire prevention through fire safe building standards." The RVFD is working towards providing more education to the community about this topic. Additionally, RVFD provides an illustration on their website of how to create the necessary defensible space around a resident's home to help protect homeowners in the event of a wildland fire incident. The illustration can be seen below in figure 8-5. The site outlines different "zones" that range in size to help create the required 100 feet of defensible space. The Department also offers a downloadable guide to living in a wildfire-prone environment titled "Living With Fire in the Ross Valley".

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<sup>41</sup> [RVFD Audit Year Ended June 30, 2019; Pg. 3](#)

Figure 8-5: Ross Valley Fire Department Defensible Space Illustration



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## 9.0 KENTFIELD FIRE PROTECTION DISTRICT

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### 9.1 OVERVIEW

The Kentfield Fire Protection District (KFPD) is an independent special district formed in 1922 and is responsible for fire protection, emergency medical services, hazardous materials first responder, fire inspection, code enforcement, and fire investigation and rescue in the Census Designated Place (CDP) of Kentfield. The District is approximately 2.7 square miles<sup>42</sup> and sits to the north of the City of Larkspur and borders the City of San Rafael to the District's east and the Town of Ross to the District's north. The District is governed by a five-member Board of Directors. The last Municipal Service Review that included KFPD was conducted in April of 2007 as part of the Ross Valley Area Service Review and Sphere of Influence Update.

**Table 9-1: Kentfield Fire Protection District Overview**

Kentfield Fire Protection District Overview			
<b>Primary Contact:</b>	Chief Mark Pomi	<b>Phone</b>	(415)-453-7464
<b>Main Office:</b>	1004 Sir Francis Drake Blvd, Kentfield, CA 94904		
<b>Formation Date:</b>	1922		
<b>Services Provided:</b>	Fire Protection and Emergency Response		
<b>Service Area:</b>	1,751 acres		
<b>Population Served:</b>	≈6,500		

### 9.2 FORMATION AND DEVELOPMENT

The Kentfield Fire Protection District's formation dates back to October of 1920 when fifty Kentfield citizens petitioned the Marin County Board of Supervisors to form a new fire district and appoint a Board of Fire Commissioners. In November of 1920, John Heckler, Chas Ackerman, and Jos Neal were appointed. In March of 1921, Kentfield residents passed a vote<sup>43</sup> to levy a tax to support establishing and supplying the District with equipment. The total startup cost was approved at \$4,500. In 1922, the District started service and adopted its first ordinance. The Kentfield Association of Firefighters was formed and A.W Rampe was appointed as the first Fire Chief.

In 1934, the District, a founding member of the Marin County Association of Fire Departments, entered into an agreement with the fire departments of San Anselmo, Fairfax, Corte Madera, Larkspur, Mill Valley, Sausalito, Belvedere, and Tiburon to provide and accept mutual aid in the event of a fire. This agreement would eventually evolve into the resolution outlining a County-wide mutual aid agreement that was passed by the Board of Fire Commissioners in 1957. In 1951, a contract was approved to provide fire service to the Greenbrae School. At that same time, despite ongoing negotiations and an assurance from the State Board of Fire Underwriters for no impact

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<sup>42</sup> [Marin Map Viewer; Fire Districts](#)

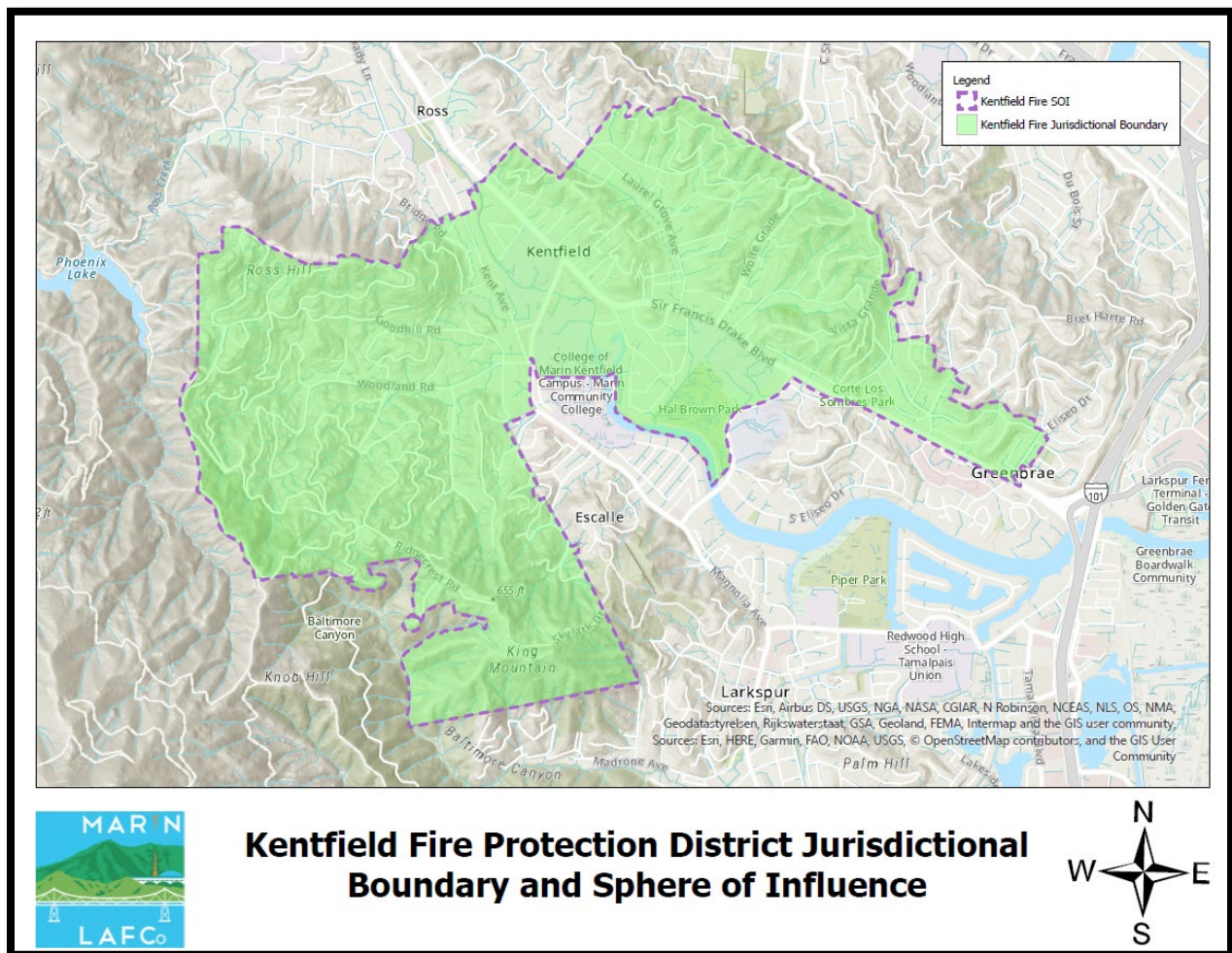
<sup>43</sup> KFPD Staff Correspondence; June 22, 2020

on fire insurance rate, the proposed annexation of the community of Greenbrae to the District was unsuccessful.

In the 1960’s, as a product of the rapid growth of the Kentfield population and therefore the District’s responsibilities, the District moved from a 3-member governing board to a 5-member governing board. In September of 1968, the construction of a new fire station was completed. The facility was featured in national fire service magazines as an example of efficiency and design.

### 9.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Figure 9-1: Kentfield Fire Protection District Boundaries



Kentfield Fire Protection District’s jurisdictional boundary, which currently encompasses just over 2.7 square miles, covers the entire Census Designated Place of Kentfield, with a population of 6,485 as of the 2010 census<sup>44</sup>. The Sphere of Influence (SOI) is coterminous with the jurisdictional boundary. The last SOI update for the District was in 2007, at which time Marin LAFCo amended

<sup>44</sup> [U.S. Census Bureau](https://www.census.gov)

the District's SOI to designate an interim SOI coterminous with existing district boundaries to indicate continued support of consolidation efforts.

## 9.4 MUNICIPAL SERVICES

### Fire Protection and Emergency Response

The Kentfield Fire Protection District provides fire protection, emergency medical services, hazardous materials first responder, fire inspection, code enforcement, and fire investigation and rescue in the Census Designated Place (CDP) of Kentfield. In addition, the District has a contractual agreement to provide service outside of its district to Marin General Hospital, as well as a shared services agreement with the Central Marin Fire Authority. The shared services agreement allows KFPD and CMFA to share personnel to jointly provide fire and emergency services within their operational areas, thus improving the delivery of services in each agency's jurisdiction while achieving greater efficiency and economic benefits.

The District employs twelve full-time Firefighters, one full-time Deputy Fire Marshal, five Volunteer Firefighters, and three Seasonal Firefighters. The daily on-duty staffing levels consist of 3 firefighters. All of the District's personnel are State certified to their classification and rank. All of the emergency response personnel are Emergency Medical Technician (EMT) certified and are trained to provide basic life support medical care. The District is a member of the Ross Valley Paramedic Authority who responds along with the KFPD personnel to provide advanced life support whenever a medical emergency is reported via 911 or a request for an ambulance is made.

Approximately 65%<sup>45</sup> of the District's calls for service are for medical emergencies. Other incident call types that KFPD responds to include building fires, grass and brush fires, vehicle fires, vehicle accidents, hazardous conditions, service calls, good intent, false alarms, and severe weather. The District responded to a total of 1,286 incidents in the 2019 calendar year.

KFPD has been classified as a Class 1 Public Protection Classification rating by the Insurance Services Office (ISO), an organization that independently evaluates municipal fire-protection efforts throughout the United States. An ISO rating of 1 is the highest possible that can be given to any fire department using this metric, with both Class 1 and Class 2 being considered "excellent". Insurance companies often use ISO information combined with other factors to establish local property insurance rates – generally offering lower fire policy premiums in communities with better protection.

### Facilities and Apparatuses

Kentfield Fire Protection District operates out of Fire Station 17, located at 1004 Sir Francis Drake Boulevard in Kentfield. Daily on-duty personnel at Station 17 consists of a Captain, Engineer, Firefighter, and one Volunteer/Seasonal Firefighter. The station houses 2 Type 1 Fire Engines, 1 75 foot ladder truck, and an additional Type 1 Fire Engine that was supplied by the State of

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<sup>45</sup> KFPD Staff Correspondence; June 23, 2020

California Emergency Management Agency (EMA). The EMA Fire Engine, as agreed upon with the State, can be dispatched to any area in the State. KFPD provides personnel for this engine and is reimbursed by EMA for personnel costs. The District's apparatus and some specifications on each are as follows:

- **Engine 17** – Engine 17 is a 2018 Pierce Enforcer with a 500-gallon booster tank and a pump capacity of 1,500 gallons per minute. The engine is equipped with multiple sizes of supply hose including 700 feet of 2"-2.5" hose, 30 feet of 3"-3.5" hose, and 1,050 feet of 4" hose. Other equipment of note includes 1,880 feet of smaller diameter attack hose, an electric generator with a 2,200-kilowatt capacity, and a 24-foot extension ladder.
- **Engine 17-A** – Engine 17-A is a 2006 Pierce Dash with a 500-gallon booster tank and a pump capacity of 1,500 gallons per minute. The engine is equipped with multiple sizes of supply hose including 700 feet of 2"-2.5" hose, 30 feet of 3"-3.5" hose, and 1,050 feet of 4" hose. Other equipment of note includes 1,850 feet of smaller diameter attack hose, an electric generator with a 4,500-kilowatt capacity, and a 24-foot extension ladder.
- **Truck 17** – Truck 17 is a 2002 Pierce Dash with a 500-gallon booster tank and a pump capacity of 1,500 gallons per minute. The engine is equipped with multiple sizes of supply hose including 730 feet of 2"-2.5" hose, 30 feet of 3"-3.5" hose, and 550 feet of 4" hose. Other equipment of note includes an electric generator with a 5,000-kilowatt capacity, three 24-foot extension ladders, one 30-foot extension ladder, one 35-foot extension ladder, a 75-foot aerial ladder, extrication equipment, stabilization equipment, and low angle/high angle rope rescue equipment.
- **OES 325** – The District's Office of Emergency Services engine is a 2005 Westates HME with an 800-gallon booster tank and a pump capacity of 1,250 gallons per minute. The engine is equipped with multiple sizes of supply hose including 400 feet of 2"-2.5" hose and 1,230 feet of 3"-3.5" hose. Other equipment of note includes 2,200 feet of smaller diameter attack hose, an electric generator with a 1,000-kilowatt capacity, and a 24-foot extension ladder.

## 9.5 ORGANIZATION STRUCTURE

### Board of Directors

The Kentfield Fire Protection District is governed by a five-member Board of Directors who are publicly elected and serve four-year terms. The KFPD Board of Directors oversees policy adoption, oversight of district expenses, adopting an annual budget, and hiring the Fire Chief, among other things. The Board is also charged with representing interests of District residents, defining critical issues, monitoring progress towards reaching established goals, and ensuring that District business is conducted in accordance with all applicable laws, statutes, regulations, and codes.

The Board of Directors regularly meets on the third Wednesday of each month at 6:30 p.m., as well as other special meetings as necessary. Meetings are held at the Kentfield Fire District Station 17 at 1004 Sir Francis Drake Boulevard, in Kentfield. A list of the current KFPD Board members and their term expirations can be seen below in Table 9-2.

**Table 9-2: Kentfield Fire Protection District Board Members**

Member	Current Term Expiration
Barry Evergettis	December 2022
Steven Gerbsman	December 2022
Ron Naso	December 2022
Bruce Corbet	December 2020
Michael Murray	December 2020

## 9.6 ACCOUNTABILITY AND TRANSPARENCY

The KFPD maintains a high level of public accountability and transparency with all its activities. The KFPD website ([www.kentfieldfire.org](http://www.kentfieldfire.org)) provides information on Board meetings, financial reports, preparedness, public education, and more.

### Meeting and Agendas

The KFPD Board of Directors meets regularly on the third Wednesday of each month at 6:30 p.m., as well as other special meetings, as necessary. In addition to noticing on the District website ([kentfieldfire.org/board/meeting-agendas](http://kentfieldfire.org/board/meeting-agendas)), meeting agendas are posted at the District’s main office at Station 17 located at 1004 Sir Francis Drake Boulevard.

### Annual Budget Review

The KFPD adopts a preliminary budget no later than June 30 each year, and a final budget by no later than August. The annual budget provides overall control of revenue and expenditures, including appropriations on a line item basis and the means of financing them. The District’s administrative team produces reports on expense activity that assist the Board in monitoring activities and any necessary adjustments. The District publicly promotes the following standard for themselves within their own budget, “We will provide evidence to justify the community benefit of its adopted budgets, expenditures, and reserves.”<sup>46</sup>

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<sup>46</sup> [KFPD Final Budget FY 2019-20](#)



## 9.7 FINANCIAL OVERVIEW

### Revenue

Approximately 76% of KFPD’s annual revenues come by way of property taxes from land within the District’s jurisdictional boundary. Projected property tax revenue<sup>47</sup> for the District for Fiscal Year (FY) 2019-20 is \$4,869,656. Additional sources of revenue for the District comes by way of the Measure G Special Assessment, the Educational Revenue Augmentation Fund (ERAF), lease agreements with both AT&T and T-Mobile, and a contractual agreement for services with Marin General Hospital. Total revenues for the District for FY 2019-20 are projected at \$6,359,603.

### Financial Audit

The Kentfield Fire Protection District prepares an annual report on the District’s financial statements in accordance with established governmental accounting standards. The most recent audited financial statement was prepared by the independent certified accounting firm, Maze and Associates Accountancy Corporation, which issued an unqualified or “clean” opinion of the District’s financial statements for the fiscal year ending June 30, 2019. The District’s net position increased by \$1,154,000 during 2019. District-wide revenues increased by \$57,000 and total expenses decreased by \$925,000 due to the implementation of Governmental Accounting Standards Board Statement 75 in 2018. A breakdown of revenues, expenditures, and changes in fund balances for the District’s General Fund for the year ended June 30, 2019, can be seen below in Figure 9-2.

Figure 9-2: Kentfield Fire Protection District Financials

<b>REVENUES:</b>	
Property taxes	\$5,722,104
Intergovernmental	479,382
Use of money and property	230,645
Charges for services	101,657
Miscellaneous	100
<b>Total revenues</b>	<b>6,533,888</b>
<b>EXPENDITURES:</b>	
Current:	
Public Safety:	
Salaries and benefits	4,450,891
Material and services	518,342
Capital outlay	95,599
Debt Service:	
Principal	265,837
Interest	50,192
<b>Total expenditures</b>	<b>5,380,861</b>
<b>NET CHANGE IN FUND BALANCE</b>	<b>1,153,027</b>
<b>FUND BALANCE</b>	
Beginning of year	5,053,481
End of year	\$6,206,508

<sup>47</sup> [KFPD Final Budget FY 2019-20](#)

## Debt

The District, as of June 30, 2019, is carrying \$1,822,045 in long-term debt. The following outlines the three sources of debt:

- **Compensated Absences Payable** – The District offers its employees the opportunity to accrue paid leave that can be cashed out upon the end of employment at the current rate of pay at the time of separation. The government-wide statement of net position reports the liability, segregating the amount expected to be paid within one year as a current liability. As of June 30, 2019, the District had a balance of \$527,685 in accrued compensated absences.
- **Solar Equipment Capital Lease** – In December 2008, the District entered into a capital lease arrangement with Municipal Finance Corporation for the issuance of Clean Renewable Energy Bonds in the amount of \$153,845 for the purpose of obtaining zero interest financing to purchase solar equipment. As of June 30, 2019, the District had \$13,135 in remaining lease payments.
- **Fire Station Modernization Capital Lease** – In January, 2009, the District entered into a similar lease financing arrangement with Municipal Finance Corporation for the purpose of obtaining financing for the modernization of its fire station. The capital lease<sup>48</sup> was for \$4,030,000. In June 2014, the District amended the fire station lease agreement with a bank in the amount of \$2,494,425. The current remaining balance as of June 30, 2019, is \$1,281,225. The final payment is due December 30, 2023.

The KFPD also provides a pension plan for employees and is part of the California Public Employees Retirement System (CalPERS). CalPERS provides retirement, disability, and death benefits based on the employee's years of service, age, and final compensation. As of June 30, 2019, the KFPD Net Pension Liability was \$5,964,411. The KFPD pension funded ratio is 87% which is well above average for fire districts. In addition to the pension plan the KFPD provides post-retirement benefits (OPEB) to its retirees. As of June 30, 2018, the District carried a Net OPEB liability total of \$2,044,012. The District currently has 34 total employees, both active and inactive, in their OPEB plan.

## 9.8 WILDLAND FIRE PREPAREDNESS

Local agencies such as the Kentfield Fire Protection District play a critical role in protecting natural resources and the environment. Extended periods of drought, changing climate patterns, wind, and low humidity has the potential to increase the occurrence and severity of wildland fires which could threaten structures and lives in the wildland urban interface.

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<sup>48</sup> [KFPD Basic Financial Statements, FY Ended June 30, 2019; Pg. 23](#)

The KFPD participated in the Community Wildfire Protection Plan that was released in 2016. This was a collaborative effort among fire agencies in the county, local fire organizations including FIRESafe Marin, land management agencies, and community stakeholders. Through this effort, areas of concern throughout the county were identified based on population, fire behavior, vegetation, and other factors. Additionally, several goals were stated and associated action items were created to better prepare Marin County for wildland fires. One such goal is to “Increase awareness, knowledge, and actions implemented by individuals and communities to reduce human loss and property damage from wildland fires, such as defensible space and fuels reduction activities, and fire prevention through fire safe building standards.” Provided on the District’s website is a thorough guide to defensible space inspections and the requirements of each inspected item in order to assist home-owners have the necessary knowledge to create a buffer around their homes to help protect from heat, flames, and embers during a wildfire. In addition, the District mails a full four-page brochure to homeowners prior to annual inspections by the District in order to ensure the necessary time to prepare for any upcoming inspection.

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## 10.0 SLEEPY HOLLOW FIRE PROTECTION DISTRICT

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### 10.1 OVERVIEW

The Sleepy Hollow Fire Protection District (SHFPD) is an independent special district formed in 1949 and is responsible for fire protection and emergency services in the Census Designated Place of Sleepy Hollow. The District is approximately 2.5 square miles<sup>49</sup> and sits to the north of the Towns of San Anselmo and Fairfax and borders the City of San Rafael to the District's east. While initially included as a non-voting member, in 2010, SHFPD was added to the Ross Valley Fire Department as a full participating member of the Joint Powers Authority and continues as such today. The last Municipal Service Review that included SHFPD was conducted in April of 2007 as part of the Ross Valley Area Service Review and Sphere of Influence Update.

The primary function of SHFPD is to provide structural fire and emergency response services to the Census Designated Place of Sleepy Hollow. The SHFPD also participates in the Marin County and California Mutual Aid System with nearby fire districts and responds to wildland fires as needed.

**Table 10-1: Sleepy Hollow Fire Protection District Overview**

Sleepy Hollow Fire Protection District Overview			
<b>Primary Contact:</b>	Chief Jason Weber	<b>Phone</b>	(415)-258-4686
<b>Main Office:</b>	777 San Anselmo Avenue, San Anselmo		
<b>Formation Date:</b>	February 28, 1949		
<b>Services Provided:</b>	Fire Protection and Emergency Response		
<b>Service Area:</b>	1,610 acres		
<b>Population Served:</b>	≈2,500		

### 10.2 FORMATION AND DEVELOPMENT

The Sleepy Hollow Fire Protection District's official formation was on February 28, 1949, in an effort to provide organized fire protection for the unincorporated area. In 1956, SHFPD signed a service agreement with the Town of San Anselmo for fire protection based on assessed values and on mutually shared expenses. This agreement lasted until 1976, at which time the voters of Sleepy Hollow approved a special tax to re-establish independent fire protection service and to end the contract with San Anselmo. 3 years later, in 1979, SHFPD and the Town of San Anselmo signed a 25-year contract based on percentage of total labor cost.

With the San Anselmo Fire Department consolidating with the Town of Fairfax Fire Department in 1982 to form the Ross Valley Fire Service Joint Powers Authority (JPA), the contract with and payments for service to San Anselmo remained the same, however the administration of services simply came through the JPA. In 2002, SHFPD proposed to become a voting member of the Ross Valley Fire Service (RVFS) and to increase its share of fire protection costs, however, a revised

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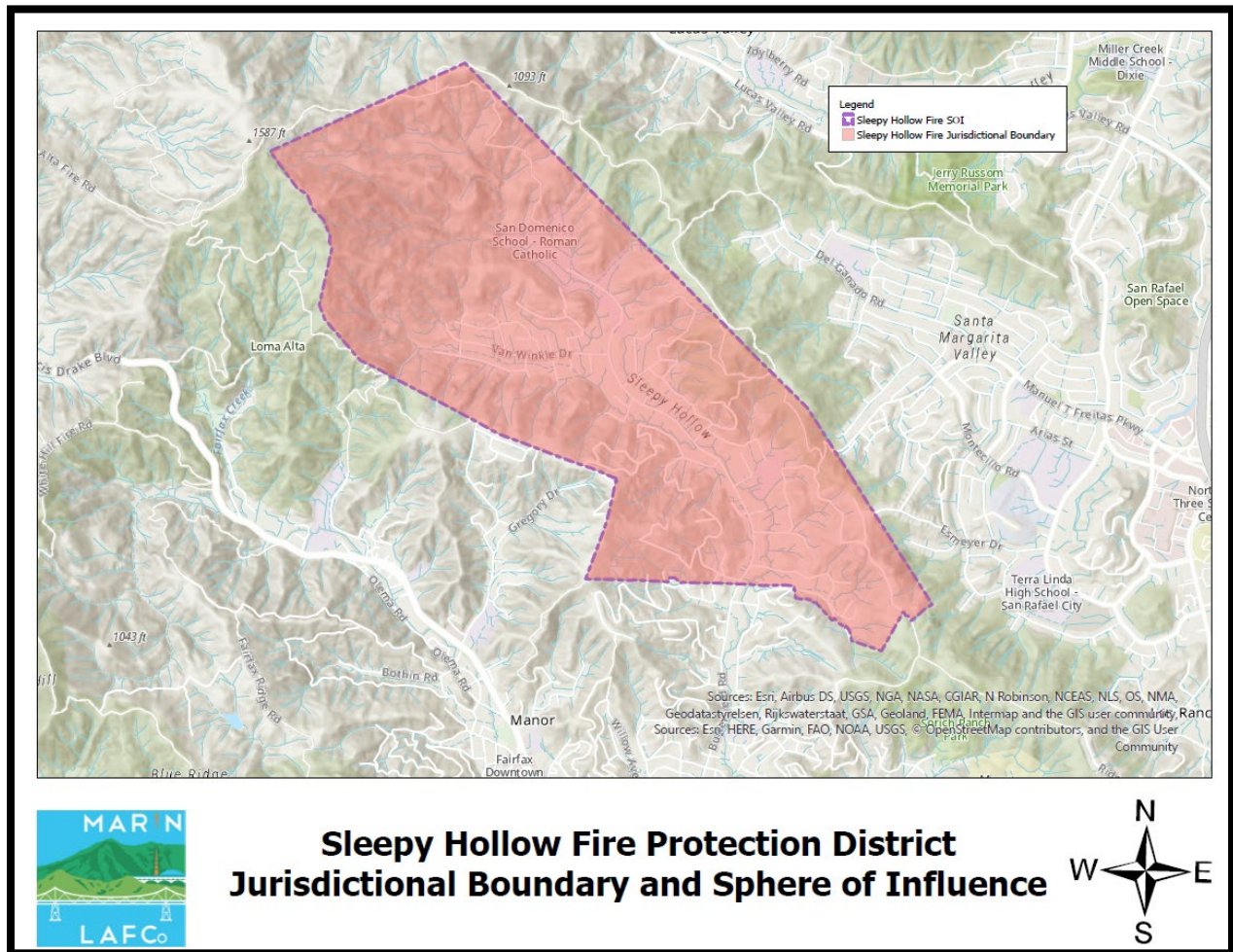
<sup>49</sup> [Marin Map Viewer; Fire Districts](#)

joint powers agreement was not approved by the RVFS board. In 2004, SHFPD signed a 5-year “evergreen” contract (automatically renewing upon expiration) with San Anselmo based on the former 23% of labor cost agreement, with SHFPD agreeing to pay 25% for two years in order to assist with the Town’s budget shortfall.

In July of 2010, SHFPD achieved the full voting-member status within RVFS, and as such, no longer required the service agreement with the Town of San Anselmo. Today, SHFPD remains a member of the JPA that is now known as the Ross Valley Fire Department (RVFD) along with the towns of San Anselmo, Fairfax, and Ross.

### 10.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Figure 10-1: Sleepy Hollow Fire Protection District Boundaries



Sleepy Hollow Fire Protection District’s jurisdictional boundary, which currently encompasses just over 2.5 square miles, covers the entire Census Designated Place of Sleepy Hollow, with a

population of 2,384 as of the 2010 census<sup>50</sup>. The Sphere of Influence (SOI) is coterminous with the jurisdictional boundary. The last SOI update for the District was in 2007, at which time Marin LAFCo amended the District's SOI to designate an interim SOI coterminous with existing district boundaries to indicate continued support of consolidation efforts.

## 10.4 MUNICIPAL SERVICES

### Fire Protection and Emergency Response

The Sleepy Hollow Fire Protection District provides fire suppression (structure, vegetation, and vehicle), emergency medical services, fire prevention and inspections, hazardous materials spills response, vehicle accident response, disaster response, and community education to the unincorporated CDP of Sleepy Hollow by way of a joint powers agreement with the Ross Valley Fire Department (RVFD). Incident call types that SHFPD responds to include building fires, grass and brush fires, vehicle fires, other fires, medical, vehicle accident, hazardous conditions, service calls, good intent, false alarms, and severe weather. For a full scope of the services offered by the District by way of RVFD, please refer to RVFD's Municipal Services section in Chapter 8.

### Facilities and Apparatuses

Sleepy Hollow Fire Protection District, while having no direct ownership of any fire-related facility, operates out of Station 20 of the Ross Valley Fire Department. The District makes annual payments of \$10,000 to RVFD<sup>51</sup> for maintenance of Station 20. Station 20 is located at 150 Butterfield Road. Daily on-duty personnel at Station 20 consists of a Captain and an Engineer/Firefighter, one of which may be a paramedic. The station houses one first due Type 1 Fire Engine and an additional Type 1 Fire Engine that was supplied by the State of California Emergency Management Agency (EMA). The EMA Fire Engine, as agreed upon with the State, can be dispatched to any area in the State. RVFD provides personnel for this engine and is reimbursed by EMA for personnel costs.

The District's owned apparatuses consist of thirty-two portable fire pumps, hoses and related equipment<sup>52</sup> located at various residences in the District, and fire hydrants located throughout the District. All other apparatuses used by the District (i.e. support vehicles, emergency medical response equipment, etc.) are property of the RVFD. RVFD apparatuses can be viewed in greater detail in RVFD's Municipal Services section in Chapter 8.

## 10.5 ORGANIZATION STRUCTURE

### Board of Directors

The Sleepy Hollow Fire Protection District is governed by three Directors who are publicly elected and serve four-year terms. The Directors are given the appointments of President, Secretary, and Treasurer of the District. These Directors also serve as the District's representatives for the two

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<sup>50</sup> [U.S. Census Bureau](#)

<sup>51</sup> [SHFPD Final Budget FY 2019-20](#)

<sup>52</sup> [SHFPD Independent Auditors' Report Year Ended June 30, 2018; Pg. 6](#)

seats on the Board of Directors of the RVFD, as well as the one seat on the Ross Valley Paramedic Authority (RVPA) Board of Directors.

The RVFD Board of Directors oversees policy adoption, adopting an annual budget, and setting fees for services, among other things. Any change in the member agency’s cost-sharing percentage, any revision of the adopted budget that results in an increase in the annual member’s contribution, any change to fire station service levels, or approval of any single expenditure in excess of three percent of the adopted operating budget requires a unanimous vote of the full board.

The Board of Directors regularly meets on the third Thursday of February, May, August, and November, as well as other special meetings as necessary. Meeting times and locations vary based on facility availability, but regular meetings are typically held at the Sleepy Hollow Homes Association Clubhouse at 1317 Butterfield Road, San Anselmo. A list of the current SHFPD Board members and their positions can be seen below in Table 10-2.

**Table 10-2: Sleepy Hollow Fire Protection District Board Members**

<b>Member</b>	<b>Position</b>
<b>Richard C. Shortall</b>	President
<b>Thomas J. Finn</b>	Secretary
<b>Sharon Adams</b>	Treasurer

## **10.6 ACCOUNTABILITY AND TRANSPARENCY**

The SHFPD maintains a high level of public accountability and transparency with all its activities. The SHFPD website ([www.shfpd.org](http://www.shfpd.org)) provides information on Board meetings, financial reports, plans, public education, and more.

### **Meeting and Agendas**

The SHFPD Board of Directors meets regularly on the third Thursday of February, May, August, and November, as well as other special meetings, as necessary. In addition to noticing on the District website, meeting agendas are posted at the Sleepy Hollow Community Center at 1317 Butterfield Road, San Anselmo. Meeting times and locations vary based on facility availability, but regular meetings are typically held at the Sleepy Hollow Homes Association Clubhouse at 1317 Butterfield Road, San Anselmo. ([shfpd.org/meetings](http://shfpd.org/meetings)).

### **Annual Budget Review**

The SHFPD adopts a budget no later than the end of June each year. The annual budget provides overall control of revenue and expenditures, including appropriations on a line item basis and the means of financing them. The Treasurer produces reports on expense activity that assist the Board in monitoring activities and any necessary adjustments.

## 10.7 FINANCIAL OVERVIEW

### Revenue

Approximately 92% of SHFPD’s annual revenues come by way of property taxes from land within the District’s jurisdictional boundary. Projected property tax revenue for the District for Fiscal Year (FY) 2019-20 is \$1,560,000. Additional revenue for the District comes by way of the Educational Revenue Augmentation Fund (ERAF), Home Owners Property Tax Reimbursement (HOPTR), grant funding, and services to San Domenico School. A breakdown of the Department’s revenues and expenses for the fiscal years 2017-18, 2018-19, and 2019-20 can be seen below in Table 10-3.

**Table 10-3: Sleepy Hollow Fire Protection District Financials**

	FY 2017-18	FY 2018-19	FY 2019-20
<b>Revenue</b>			
Property Tax	\$1,400,000	\$1,470,000	\$1,560,000
ERAF	\$93,502	\$75,000	\$75,000
HOPTR	\$3,412	\$10,000	\$10,000
Interest	\$26,142	\$35,000	\$3,500
Services to San Domenico	\$48,142	\$50,380	\$52,658
Grants	\$28,492	\$5,000	\$2,500
<b>Total Revenue</b>	<b>\$1,559,690</b>	<b>\$1,645,380</b>	<b>\$1,703,568</b>
<b>Expenses</b>			
Fire Contract	\$1,227,180	\$1,284,864	\$1,335,565
Other	\$261,945	\$267,800	\$256,700
<b>Expense Total</b>	<b>\$1,489,125</b>	<b>\$1,552,664</b>	<b>\$1,592,265</b>
<b>Net Revenue</b>	<b>\$110,565</b>	<b>\$92,716</b>	<b>\$111,303</b>

### Financial Audit

The Sleepy Hollow Fire Protection District prepares an annual report on the District’s financial statements in accordance with established governmental accounting standards. The most recent audited financial statement was prepared by the independent certified accounting firm, Maher Accountancy, which issued an unqualified or “clean” opinion of the District’s financial statements for the fiscal year ending June 30, 2018. At the time of this document’s writing, the District was still official approval of its audit for the fiscal year ending June 30, 2019.

### Debt

The District, at this time, is carrying no long-term debt of its own. Additionally, as it has no employees, there are no pension or other post-employment benefits (OPEB) liabilities being carried by the District. Despite this, SHFPD does have a specific fund for Underfunded Pension Liability with an account balance of \$1,000,000.



## 10.8 WILDLAND FIRE PREPAREDNESS

Local agencies such as the Sleepy Hollow Fire Protection District play a critical role in protecting natural resources and the environment. Extended periods of drought, changing climate patterns, wind, and low humidity has the potential to increase the occurrence and severity of wildland fires which could threaten structures and lives in the wildland-urban interface.

As a member of the Ross Valley Fire Department, the SHFPD participated in the Community Wildfire Protection Plan that was released in 2016. This was a collaborative effort among fire agencies in the county, local fire organizations including FIRESafe Marin, land management agencies, and community stakeholders. Through this effort, areas of concern throughout the county were identified based on population, fire behavior, vegetation, and other factors. Additionally, several goals were stated and associated action items were created to better prepare Marin County for wildland fires. One such goal is to “Increase awareness, knowledge, and actions implemented by individuals and communities to reduce human loss and property damage from wildland fires, such as defensible space and fuel reduction activities, and fire prevention through fire safe building standards.” The SHFPD is working towards providing more education to the community about this topic by way of classroom training, educational mailings, and hosting safety fairs. The District offers a wildfire evacuation plan on its website with information ranging from planning for the evacuation of large animals and livestock to planning an escape route within one’s own home.

In 2016, the District underwent a Wildfire Hazard and Wildland Urban Interface (WUI) Area Assessment. Within the document, a myriad of areas are identified for community actions that can be taken to increase the defensible space for property owners within the District, as well as firesafe building techniques. Other highlights within the document include evacuation preparation, vegetation management, and wildfire preparedness and planning. The document also did a geographic information system (GIS) analysis of the parcels in the District that are most at risk in the event of a wildfire. The map of the parcels can be seen below in Figure 10-2. High-risk parcels are denoted with red shading.

The District has also created a 40-page booklet titled “Living With Fire In Sleepy Hollow” that is available for download on the District’s website. The booklet provides information specific to Sleepy Hollow that outlines wildfire preparedness, defensible space, plants and landscaping, powerline safety, and a multitude of other topical information to help residents be proactive in defending their property from the perils of wildfires.

**Figure 10-2: Sleepy Hollow Fire Protection District High-Risk Parcels**



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## 11.0 FLOOD CONTROL ZONE NO. 9

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### 11.1 OVERVIEW

Flood Control Zone No. 9 (FCZ9) encompasses approximately 29 square miles<sup>53</sup> and includes the towns of Fairfax, San Anselmo, Ross, and Corte Madera, the City of Larkspur, the Census Designated Places (CDP) of Kentfield and Sleepy Hollow, as well as the unincorporated communities of Greenbrae and Oak Manor. The boundaries of FCZ9 were formed by the Marin County Flood Control and Water Conservation District and approved by the Board of Supervisors. FCZ9 is also referred to as the Ross Valley Flood Protection and Watershed Program. The Zone was established in 1966 as a funding arm for a major U.S. Army Corps of Engineers flood control project on Corte Madera Creek. The Boundary was amended in January of 2007 to include the incorporated areas of San Anselmo and Fairfax.

**Table 11-1: Flood Control Zone No. 9 Overview**

Flood Control Zone No. 9 Overview			
<b>Primary Contact:</b>	Hannah Lee, Senior Civil Engineer	<b>Phone</b>	(415)-473-2671
<b>Main Office:</b>	3501 Civic Center Drive, San Rafael		
<b>Formation Date:</b>	1966		
<b>Services Provided:</b>	Reduce frequency and severity of flooding in the watershed		
<b>Service Area:</b>	18,651 acres		
<b>Population Served:</b>	≈55,000		

### 11.2 FORMATION AND DEVELOPMENT

Flood Control Zone 9 was originally established by the Marin County Board of Supervisors in 1966. The Zone was created as a sponsoring agency for a major flood control project on the Corte Madera Creek by the U.S Army Corps of Engineers. In January of 2007, the Zone was amended to include the towns of San Anselmo and Fairfax following the devastating flooding that took place throughout the region in December of 2005. The damage from that weather event caused approximately \$95 million in damages to the communities of Fairfax, San Anselmo, Ross, Kentfield, and Larkspur.

In 2006, a regional partnership between the Marin County Flood Control and Water Conservation District, the Towns of Fairfax, Ross, San Anselmo, City of Larkspur, and unincorporated communities of Greenbrae, Kentfield, Sleepy Hollow, and Oak Manor called the Ross Valley Flood Protection and Watershed Program was launched. The goal of the Program is to substantially reduce the frequency and severity of flooding by utilizing a community-based planning and design process that incorporates input from residents and stakeholders to design and implement solutions that balance public safety, environmental stewardship, and land-use priorities. The Program is funded through a combination of stormwater fees paid through local

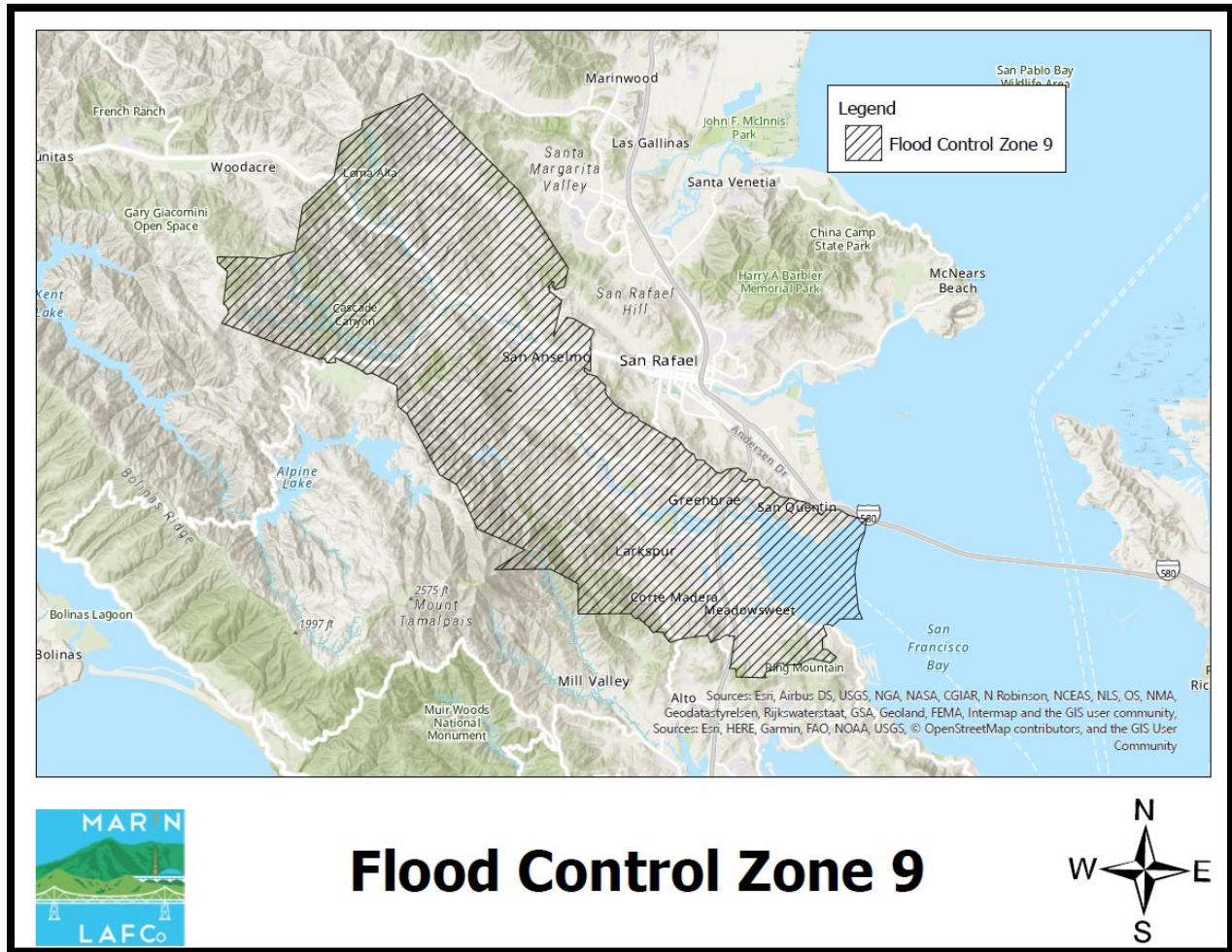
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<sup>53</sup> [Marin Map Viewer; Flood Control District](#)

parcel and ad valorem taxes, state and federal grants, federal appropriations through the U.S. Army Corps of Engineers, and local agency partners.

### 11.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Figure 11-1: Flood Control Zone No. 9 Boundary



FCZ9’s jurisdictional boundary encompasses approximately 18,651 acres (29 square miles) and contains 21,095 parcels in total. The Zone encompasses a number of municipalities and unincorporated communities including the Towns of Fairfax, Ross, San Anselmo, City of Larkspur, Greenbrae, Kentfield, Sleepy Hollow, and Oak Manor. The boundaries of the Zone and the Corte Madera Creek Watershed closely align. Tributaries within the boundary that join the mainstem before it flows into San Francisco Bay include Fairfax, San Anselmo, Ross, Sleepy Hollow, Kittle, and Larkspur Creeks. FCZ9’s sphere of influence is coterminous with its jurisdictional boundary.

## 11.4 MUNICIPAL SERVICES

FCZ9 provides regular inspection and maintenance to approximately 1 mile of flood channel and protection levees, maintenance of the U.S. Army Corps of Engineers (USACE) concrete channel, maintenance of tide gates and trash racks, and provides funding to the Town’s annual creek vegetation maintenance efforts.

In conjunction with FCZ9, the Ross Valley Flood Protection and Watershed Program has developed a work plan that helps define targeted major projects in the Zone over the period of the stormwater fee. The 2018 work plan includes eight flood risk reduction projects, three feasibility and evaluation studies, and completion of annual creek maintenance throughout the Ross Valley Watershed.

## 11.5 ORGANIZATION STRUCTURE

### Board of Supervisors

Flood Control Zone 9 was formed as a part of the dependent special district of the Marin County Flood Control and Water Conservation District with the Marin County Board of Supervisors as its governing body. County Supervisors are elected to four-year terms of office, with no term limits. The members are elected by district and they are required to live in the district they represent. The Board serves as the legislative and executive body of Marin County.

Table 11-2: Marin County Supervisors

Member	Position	Term
Damon Connolly	Supervisor	Expires January 2023
Katie Rice	Vice-President	Expires January 2021
Kate Sears	President	Expires January 2022
Dennis Rodoni	2 <sup>nd</sup> Vice-President	Expires January 2021
Judy Arnold	Supervisor	Expires January 2023

### Advisory Board

The FCZ9 Advisory Board consists of 7 members. One member is appointed by each the Town of Ross, Town of San Anselmo, Town of Fairfax, and the City of Larkspur. The three additional members are appointed by the Board of Supervisors as At-Large members from the unincorporated areas of FCZ 9. All members are residents of FCZ9. Members serve 4-year terms. The Advisory Board meets annually during the second week of May at various locations throughout Ross Valley to review budgeted items and planned projects.

**Table 11-3: Flood Control Zone No. 9 Advisory Board**

<b>Member</b>	<b>Area of Representation</b>
<b>Bruce Ackerman</b>	<b>Town of Fairfax</b>
<b>Sandra Guldman</b>	<b>At-Large</b>
<b>Richard Gumbiner</b>	<b>At-Large</b>
<b>Dan Hillmer</b>	<b>City of Larkspur</b>
<b>Peter Hogg</b>	<b>At-Large</b>
<b>Chris Martin</b>	<b>Town of Ross</b>
<b>John Wright</b>	<b>Town of San Anselmo</b>

### **Staffing and District Operations**

As a dependent district of the County, all administrative services are provided by County departments, including legal counsel and compilation of financial transaction reports for the State Controller’s Office required under Government Code Section 53891.

## **11.6 ACCOUNTABILITY AND TRANSPARENCY**

### **Meeting and Agendas**

Advisory Board meetings are held once per year and more often as needed. Advisory Board meeting notices are posted in three public places. Meeting notices and meeting documents are posted on the District’s website ([marinwatersheds.org](http://marinwatersheds.org)). Members of the public who have requested to be notified of Advisory Board meetings are notified via email. The meeting date, time, and location are posted on the Marin Watershed Program website. Also posted on the website are agendas, staff reports, and prior meeting minutes. The most recent meeting was December 9<sup>th</sup>, 2019.

### **Annual Budget Review**

FCZ9 posts draft budgets on the Marin Watershed Program website as part of the advisory board meeting packet materials. In recent years draft budgets typically included actuals for the prior year, a proposed budget for the upcoming year, and an estimated budget for the following year. Starting in FY 2020-2021 the County Administrator, consistent with other funds they oversee, is requesting a baseline budget to start out the fiscal year and for the budget to be adjusted throughout the year for major project expenses as contracts are approved by the District Board of Supervisors. This means the advisory board will review an expenditure plan for the upcoming fiscal year and that the baseline budget submitted to the District Board will be adjusted as contracts are awarded for design and construction. The FCZ is included in the County of Marin Comprehensive Annual Financial Report as a line item under Public Protection of the Budgetary Comparison Schedule.

## 11.7 FINANCIAL OVERVIEW

FCZ9 is funded primarily by storm drainage fees and ad valorem taxes, with a goal of matching local funds with state or federal grants/appropriations. Every year staff prepares a proposed expenditure plan for Advisory Board recommendation and District Board of Supervisors approves a baseline program budget and budget adjustments for major project expenses up to the amount in the expenditure plan. A breakdown for the past three fiscal years of revenues, expenses, and expenses by specific projects can be seen below in figures 11-2 and 11-3.

Figure 11-2: Flood Control Zone No. 9 Financials

County of Marin Department of Public Works Flood Control Zone #9							
Description	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	FY14/15
<b>Total Fund Balance</b>	<b>2,586,636.37</b>	<b>4,650,475.75</b>	<b>6,034,654.86</b>	<b>7,323,847.75</b>	<b>9,010,531.64</b>	<b>8,515,840.04</b>	<b>9,904,501.83</b>
<b>Unrestricted Fund Balance</b>	<b>2,506,383.40</b>	<b>3,920,071.34</b>	<b>5,502,350.08</b>	<b>7,306,563.70</b>	<b>8,912,251.56</b>	<b>8,149,821.20</b>	<b>9,632,157.19</b>
Taxes & Interest	2,432,528.01	2,428,054.88	2,370,150.57	2,358,077.68	2,351,649.68	2,377,385.15	2,471,191.57
Intergovernmental Revenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Misc Revenue	500.00	500.00	500.00	1,000.00	1,000.00	1,000.00	5,757.11
Transfers In	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Revenue</b>	<b>2,433,028.01</b>	<b>2,428,554.88</b>	<b>2,370,650.57</b>	<b>2,359,077.68</b>	<b>2,352,649.68</b>	<b>2,378,385.15</b>	<b>2,476,948.68</b>
Salaries & Benefits	162,074.55	74,406.52	255,512.27	428,720.66	565,044.73	685,191.75	1,079,271.48
Services & Supplies	207,114.08	969,969.25	825,945.41	243,673.13	2,282,296.55	304,531.61	1,371,330.90
Land	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Expense</b>	<b>369,188.63</b>	<b>1,044,375.77</b>	<b>1,081,457.68</b>	<b>672,393.79</b>	<b>2,847,341.28</b>	<b>989,723.36</b>	<b>2,450,602.38</b>
Prior Year Encumbrance	\$80,252.97	730,404.41	532,304.78	17,284.05	98,280.08	366,018.84	272,344.64
Current Year Encumbrance	-\$730,404.41	-532,304.78	-17,284.05	-98,280.08	-366,018.84	-272,344.64	-540,536.29
<b>Ending Fund Balance</b>	<b>4,650,475.75</b>	<b>6,034,654.86</b>	<b>7,323,847.75</b>	<b>9,010,531.64</b>	<b>8,515,840.04</b>	<b>9,904,501.83</b>	<b>9,930,848.13</b>
<b>Ending Unrestricted Fund Balance</b>	<b>3,920,071.34</b>	<b>5,502,350.08</b>	<b>7,306,563.70</b>	<b>8,912,251.56</b>	<b>8,149,821.20</b>	<b>9,632,157.19</b>	<b>9,390,311.84</b>

Figure 11-3: Flood Control Zone No. 9 Financials

FY15/16	FY16/17	FY17/18	FY18/19	FY19/20 06/16/20	*as of
9,930,848.13	11,190,737.06	7,614,798.79	8,395,474.85	6,740,795.96	
9,390,311.84	10,027,918.27	5,391,947.40	6,115,479.57	4,823,754.20	
2,556,556.42	2,704,853.72	2,800,314.22	3,013,228.53	2,903,620.95	
0.00	1,019.66	1,049,922.30	189,741.42	316,738.22	
1,500.00	40.00	7,999.00	1,499.00	564.00	
0.00	0.00	891,320.00	0.00	0.00	
2,558,056.42	2,705,913.38	4,749,555.52	3,204,468.95	3,220,923.17	
895,099.74	1,416,033.41	1,600,031.39	1,263,348.92	692,772.42	
403,067.75	1,065,818.24	2,285,518.07	1,878,694.62	1,367,963.90	
0.00	3,800,000.00	83,330.00	1,717,104.30	164,894.50	
1,298,167.49	6,281,851.65	3,968,879.46	4,859,147.84	2,225,630.82	
540,536.29	1,162,818.79	2,222,851.39	2,279,995.28	1,917,041.76	
-1,162,818.79	-2,222,851.39	-2,279,995.28	-1,917,041.76	-3,451,055.23	
11,190,737.06	7,614,798.79	8,395,474.85	6,740,795.96	7,736,088.31	
10,027,918.27	5,391,947.40	6,115,479.57	4,823,754.20	4,285,033.08	

## 11.8 SUSTAINABILITY

Local agencies play a critical role in protecting natural resources and the environment through land conservation, water recycling, preserving open space, and renewable energy projects. FCZ9’s mission is to reduce the risk of flooding for the protection of life and property while utilizing sustainable practices. This mission is implemented through effective, transparent, and responsive planning, design, construction, operation, and maintenance of District-owned facilities such as stormwater pump stations, detention basins, bypass drains, creeks, ditches, and levees. FCZ9’s efforts to reduce the frequency and extent of major flooding events have a major impact on water quality. Floods can overwhelm sewage treatment facilities and wash untreated sewage into creeks, storm drains, and the San Francisco Bay. Through their continued preventative measures, FCZ9 protects not just people and property, but the local environment as well.

District-led projects focus on integrating multiple benefits including flood risk mitigation, ecosystem restoration, improved fish passage, and recreational enhancements. The District’s maintenance practices pay special attention to limiting any negative impact on wildlife, particularly threatened and endangered species. To achieve both flow conveyance and habitat protection, lower branches of trees are often pruned while higher ones are left to shade the creek, keeping water cool and preventing algae growth. In places where creek banks are in danger of eroding, deep-rooted native vegetation, such as willows, are encouraged to help stabilize the soil.



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## 12.0 COUNTY SERVICE AREA 27

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### 12.1 OVERVIEW

County Service Area 27 is a dependent special district that provides paramedic service through the Ross Valley Paramedic Joint Powers Authority for the unincorporated pockets outside of the boundaries of the cities and fire districts of the Ross Valley area (e.g. unincorporated Fairfax, Greenbrae, San Quentin, etc.). The CSA has been funded by a special assessment approved by the voters since 1982. The November 2018 elections raised the cap on the annual parcel tax from \$75 to \$91.50.

**Table 12-1: County Service Area 27 Overview**

County Service Area 27 Overview			
<b>Primary Contact:</b>	Dan Eilerman, Assistant County Administrator		
<b>Administrative Contact:</b>	Chief Jason Weber	<b>Phone</b>	(415)-435-7200
<b>Main Office:</b>	3501 Civic Center Drive, Suite 325, San Rafael, CA 94903		
<b>Formation Date:</b>	1982		
<b>Services Provided:</b>	Paramedic Services to Unincorporated Ross Valley Area		
<b>Service Area:</b>	3,556 acres		
<b>Population Served:</b>	≈8,000		

### 12.2 FORMATION AND DEVELOPMENT

In 1982, the voters of the Ross Valley overwhelmingly approved a special tax to help fund the fire department-based paramedic service. The initial Ross Valley Paramedic Authority tax was \$25 per parcel and provided for a single ambulance, originally stationed in the Town of Ross due to its central location. Since that time, service levels have continued to expand and evolve with paramedic care now being provided through a system that includes fire department paramedic ambulance units with trained paramedics aboard fire engines so that advanced emergency care can arrive as quickly as possible.

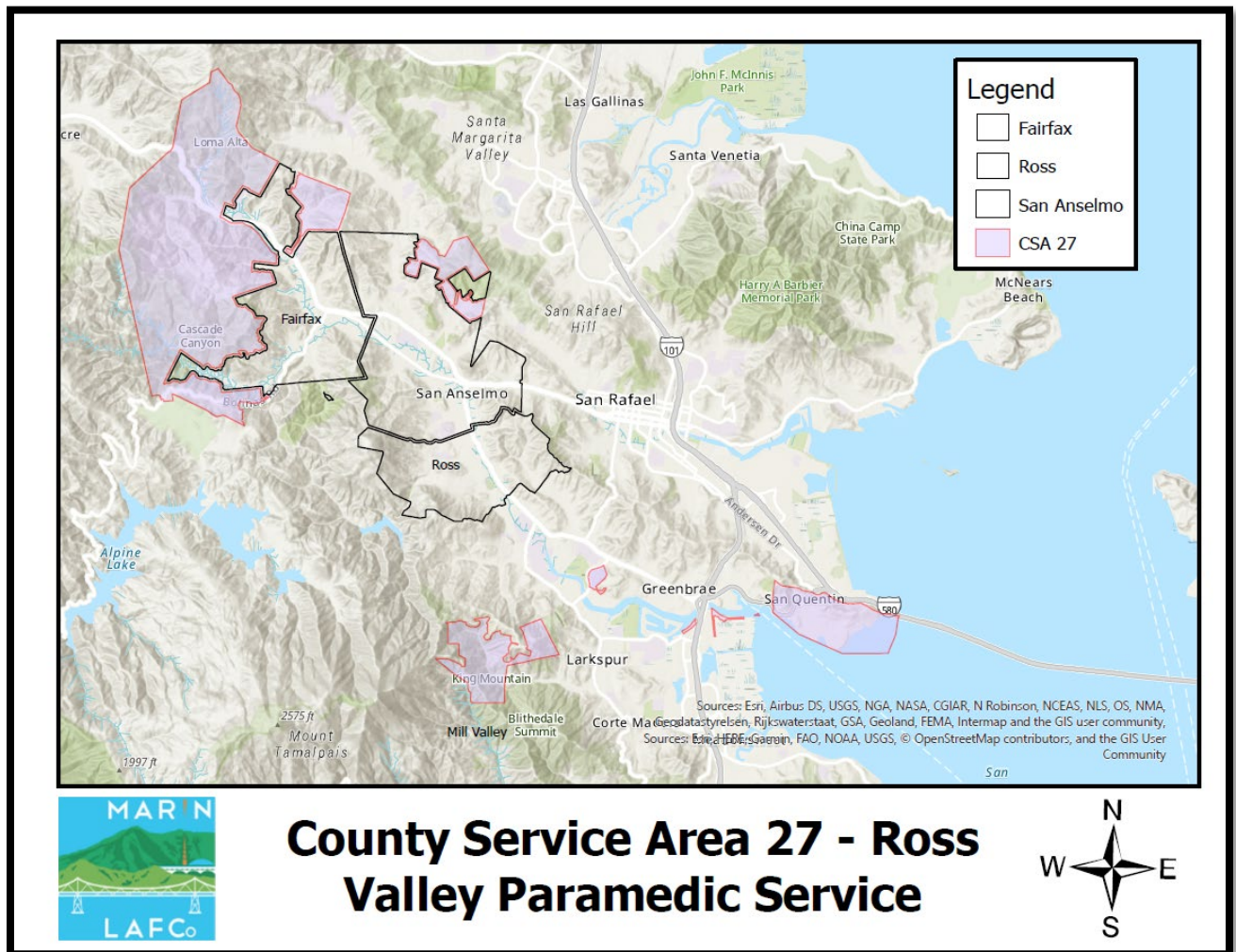
The ballot measure requires a two-thirds majority in order to be approved and, once passed, the agreed-upon amount, as well as the maximum cap, are in place for four years before returning to the voters for an extension. The current tax, Measure R, was adopted in November of 2018 and initially increased the amount from the previously capped amount of \$75 per parcel to the updated amount of \$79.50 per parcel in the first year, with an increase of \$4 annually<sup>54</sup> to a maximum of \$91.50. This tax helps to cover the cost not only for paramedic services in unincorporated Ross Valley areas, but it also assists in offsetting the costs of supplies and equipment as well as covering continued paramedic training.

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<sup>54</sup> [County of Marin; Past Elections – Measure R](#)

## 12.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

Figure 12-1: County Service Area 27 Boundary



The service area of CSA 27 is comprised of seven separate pockets of unincorporated lands west of Highway 101. These pockets include a large area to the west of the Town of Fairfax, the Oak Manor neighborhood between Fairfax and the Census Designated Place of Sleepy Hollow, the San Francisco Boulevard area to the northwest of San Anselmo, the San Quentin area, Greenbrae, a small area to the north of Mill Valley and West of Larkspur, and a small pocket between Larkspur and the Census Designated Place of Kentfield. In total, the service area of the CSA is approximately 5.5 square miles. The existing sphere of influence is coterminous with the current boundaries and was originally established in 1984 and most recently reaffirmed in 2007.

## 12.4 MUNICIPAL SERVICES

CSA 27 provides paramedic services to the seven previously mentioned unincorporated pockets of land by way of the Ross Valley Paramedic Authority (RVPA). The CSA provides funding to the Authority by way of a voter-approved parcel tax. The Authority provides paramedic services

throughout the Ross Valley region by way of a single ambulance stationed in the Town of Ross in combination with fire engine-based paramedic certified firefighters through the member agencies. The member agencies of the RVPA consist of the Town of Ross, Town of San Anselmo, City of Larkspur, the Town of Fairfax, the Sleepy Hollow Fire Protection District, the Kentfield Fire Protection District, and the Town of Corte Madera<sup>55</sup> as a sub-contractor of the RVPA that sets tax rates that are separate from the other member agencies.

## 12.5 ORGANIZATION STRUCTURE

### Board of Supervisors

As a dependent special district, the Marin County Board of Supervisors serves as the CSA’s governing body. The five-member Board of Supervisors meets the second and fourth Tuesday every month at 9:00 a.m. in the County of Marin Civic Building located at 3501 Civic Center Drive, Suite 260 in San Rafael. The Board of Supervisors determines policy, adopts annual budgets, fixes salaries, and is responsible for overseeing mandated district functions as carried out by various county departments.

**Table 12-2: Marin County Board of Supervisors**

Member	Position	Term
Damon Connolly	Supervisor	Expires January 2023
Katie Rice	Vice-President	Expires January 2021
Kate Sears	President	Expires January 2021
Dennis Rodoni	2 <sup>nd</sup> Vice-President	Expires January 2021
Judy Arnold	Supervisor	Expires January 2023

### Staffing and District Operations

As a dependent district of the County, all administrative services are provided by County departments, including legal counsel and compilation of financial transaction reports for the State Controller’s Office required under Government Code Section 53891.

## 12.6 ACCOUNTABILITY AND TRANSPARENCY

### Meeting and Agendas

CSA 27, as a funding mechanism for the Ross Valley Paramedic Authority, is included in the scope of the Board of Directors meetings for the Ross Valley Paramedic Authority despite the oversight and ultimate decision making power falling to the Marin County Board of Supervisors. Meetings take place on the first Thursday of each month at 6:30 p.m. at the Kentfield Fire Protection District headquarters at 1004 Sir Francis Drake Boulevard, Kentfield. Agendas and minutes for these meetings can be found on the RVPA website at <http://rossvalleypa.org/governance/meetings>. At the time of this writing, the posted meeting

<sup>55</sup> [City of Larkspur City Council Meeting Staff Report](#)

materials on the site are outdated, with the most recent board packet available being dated May 4, 2017. RVPA staff has been made aware of this and are working to update.

### Annual Budget Review

CSA 27 posts its financial information by way of the Ross Valley Paramedic Authority’s annual budget and audit. RVPA adopts an annual budget in June of each year. As the CSA has no expenditures to be reported, the only information provided by the District is the parcel tax revenue that it projects to receive in the coming fiscal year. The CSA is included in the County of Marin Comprehensive Annual Financial Report as a line item under Health and Sanitation of the Budgetary Comparison Schedule.

## 12.7 FINANCIAL OVERVIEW

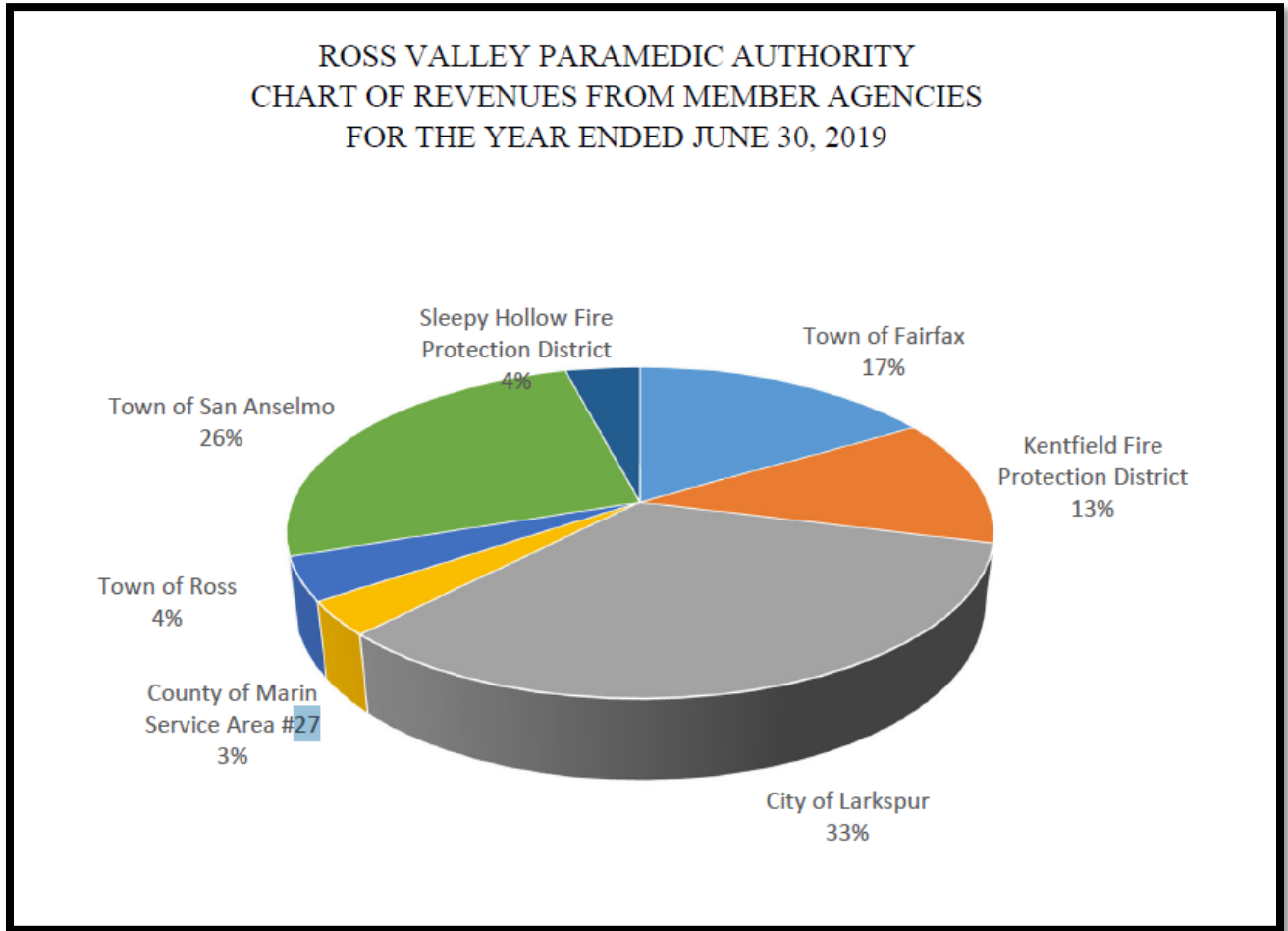
CSA 27 provides funding to the Ross Valley Paramedic Authority by way of a parcel tax that was first adopted in 1982. The most recently adopted update of the tax measure, Measure R<sup>56</sup>, was adopted on June 19<sup>th</sup>, 2018, and will continue until June 30, 2023. The adopted tax, in its first year, levied a charge in the amount of \$79.50 per taxable living unit or per 1,500 square feet of structure on a developed parcel in nonresidential use. The tax increases \$4 annually and has a cap of \$91.50. The projected revenue for the CSA for FY 2020-21 is \$60,716. A full break down of the revenues and percentage of revenues for the Ross Valley Paramedic Authority can be seen below in figures 12-2 and 12-3.

Figure 12-2: Ross Valley Paramedic Authority Projected Revenues FY 2020-21

Fund	Account Number	Account Name	2020-2021 Total Budget Bud 2020-2021
705	705-1204-101004	INVESTMENT EARNINGS	(2,200)
705	705-1205-200002	KENTFIELD FIRE DIST	(234,660)
705	705-1205-200003	CITY OF LARKSPUR	(629,291)
705	705-1205-200004	COUNTY SER AREA 27	(60,716)
705	705-1205-200007	TOWN OF FAIRFAX	(311,099)
705	705-1205-200009	TOWN OF ROSS	(79,600)
705	705-1205-200010	SLEEPY HOLLOW FIRE DIST	(75,670)
705	705-1205-200013	SAN ANSELMO	(495,297)
705	705-1207-103000	OTHER REVENUE	(5,000)
705	705-1207-103005	TRANSPORT BILLING	(900,000)
705	705-1308-109006	DISPOSITION OF PROPERTY	-
705	705-9999-359001	TRANSFER FROM RESERVES	-
		<b>Total Revenue</b>	<b>(2,793,533.33)</b>

<sup>56</sup> [County of Marin; Past Elections – Measure R](#)

Figure 12-3: Ross Valley Paramedic Authority Member Agency Revenues





# Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

## AGENDA REPORT

August 13, 2020

Item No. 4 (Public Hearing)

**TO:** Local Agency Formation Commission

**FROM:** Jason Fried, Executive Officer

**SUBJECT:** Presentation of the San Rafael Region Supplemental Municipal Service Review for Marin County Flood Control and Water Conservation District Zones 6 & 7 Public Draft (Information Only)

### Background

On July 22, 2020, staff released the draft (attached) of the San Rafael Region supplemental Municipal Service Review (MSR) for Marin County Flood Control and Water Conservation District Zones 6 & 7 for public comment. Upon release, staff sent the draft to staff for all of the participating LAFCo jurisdictions with the request that it be passed along to the respective boards and councils, and to multiple County staff.

LAFCo staff has already been invited to the Advisory Board for Flood Control 7 to present on this MSR. That meeting is occurring between the drafting of this memo and the Commission meeting so staff will report at the LAFCo meeting any comments or information learned from that advisory board meeting.

LAFCo is accepting public comment on this draft through the end of the day on Monday, September 14. As of the writing of this staff memo, LAFCo has received official comment from 1 person. For items that pertain to language in the draft, staff has already started to review and make edits to the draft in preparation for a final version.

During the August meeting the Commission will hear from staff about what is in the draft report's recommendations of what, if anything, each flood control zone should make an effort to address moving forward. Commissioners will be able to ask questions to staff. In addition, the public will be given time to make comments on the draft MSR.

No action is needed for this item at this time.

#### Attachment:

- 1) Public Draft of San Rafael Region Supplemental Municipal Service Review for Marin County Flood Control and Water Conservation District Zones 6 & 7

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James Campbell, Alternate  
City of Belvedere

Craig K. Murray, Vice Chair  
Las Gallinas Valley Sanitary

Lew Kiou, Regular  
Almonte Sanitary District

Tod Moody, Alternate  
Sanitary District #5

Larry Loder, Regular  
Public Member

Chris Skelton, Alternate  
Public Member



# Marin Local Agency Formation Commission

Municipal Service Review

**San Rafael Region Supplemental**

**Marin County Flood Control and Water Conservation District  
Zones 6 and 7**

PUBLIC DRAFT

JULY 2020

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## PREFACE

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This Municipal Services Review (MSR) documents and analyzes services provided by local governmental agencies in the Tiburon Peninsula region. Specifically, it evaluates the adequacy and efficiency of local government structure and boundaries within the region and provides a basis for boundary planning decisions by the Marin Local Agency Formation Commission (LAFCo).

### Context

Marin LAFCo is required to prepare this MSR in accordance with the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (Government Code §56000, et seq.), which took effect on January 1, 2001. The MSR reviews services provided by public agencies—cities and special districts—whose boundaries and governance are subject to LAFCo. The analysis and recommendations included herein serve to promote and coordinate the efficient delivery of local government services and encourage the preservation of open space and agricultural lands.

### Commissioners, Staff, Municipal Services Review Preparers

#### Commissioners

Sashi McEntee, Chair	City	City of Mill Valley
Craig Murray, Vice Chair	Special District	Las Gallinas Valley Sanitary District
Damon Connolly	County	District 1 Supervisor
Judy Arnold	County	District 5 Supervisor
Barbara Coler	City	Town of Fairfax
Lew Kious	Special District	Almonte Sanitary District
Larry Loder	Public	Commission
Chris Skelton	Public Alternate	Commission
Tod Moody	Special District Alternate	Sanitary District #5
James Campbell	City Alternate	City of Belvedere
Dennis Rodoni	County Alternate	District 4 Supervisor

#### Staff

Jason Fried	Executive Officer
Jeren Seibel	Policy Analyst

#### MSR Preparers

Jason Fried, Executive Officer



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## 1.0 INTRODUCTION

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### 1.1 ROLE AND RESPONSIBILITY OF LAFCO

Local Agency Formation Commissions (LAFCOs) were established in 1963 and are political subdivisions of the State of California responsible for providing regional growth management oversight in all 58 counties. LAFCOs' authority is currently codified under the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 ("CKH"), which specifies regulatory and planning powers delegated by the Legislature to coordinate and oversee the establishment, expansion, and organization of cities and special districts as well as their municipal service areas.

Guiding LAFCOs' regulatory and planning powers is to fulfill specific purposes and objectives that collectively construct the Legislature's regional growth management priorities under Government Code (G.C.) Section 56301. This statute reads:

*"Among the purposes of the commission are discouraging urban sprawl, preserving open space and prime agricultural lands, efficiently providing governmental services, and encouraging the orderly formation and development of local agencies based upon local conditions and circumstances. One of the objects of the commission is to make studies and to obtain and furnish information which will contribute to the logical and reasonable development of local agencies in each county and to shape the development of local agencies so as to advantageously provide for the present and future needs of each county and its communities."*

LAFCo decisions are legislative in nature and not subject to an outside appeal process. LAFCOs also have broad powers with respect to conditioning regulatory and planning approvals so long as not establishing terms that directly control land uses, densities, or subdivision requirements.

#### Regulatory Responsibilities

LAFCOs' principal regulatory responsibility involves approving or disapproving all jurisdictional changes involving the establishment, expansion, and reorganization of cities and most special districts.<sup>1</sup> More recently LAFCOs have been tasked with also overseeing the approval process for cities and districts to provide new or extended services beyond their jurisdictional boundaries by contract or agreement as well as district actions to either activate a new service or divest an existing service. LAFCOs generally exercise their regulatory authority in response to applications submitted by the affected agencies, landowners, or registered voters.

Recent CKH amendments, however, now authorize and encourage LAFCOs to initiate on their own jurisdictional changes to form, consolidate, and dissolve special districts consistent with current and future community needs. LAFCo regulatory powers are described in Table 1.1 below.

<sup>1</sup> CKH defines "special district" to mean any agency of the State formed pursuant to general law or special act for the local performance of governmental or proprietary functions within limited boundaries. All special districts in California are subject to LAFCo with the following exceptions: school districts; community college districts; assessment districts; improvement districts; community facilities districts; and air pollution control districts.

**Table 1-1: LAFCo's Regulatory Powers**

Regulatory Powers Granted by Government Code (G.C.) Section 56301	
• City Incorporations / Disincorporations	• City and District Annexations
• District Formations / Dissolutions	• City and District Detachments
• City and District Consolidations	• Merge/Establish Subsidiary Districts
• City and District Outside Service Extensions	• District Service Activations / Divestitures

## Planning Responsibilities

LAFCos inform their regulatory actions through two central planning responsibilities: (a) making sphere of influence (“sphere”) determinations and (b) preparing municipal service reviews. Sphere determinations have been a core planning function of LAFCos since 1971 and effectively serve as the Legislature’s version of “urban growth boundaries” with regard to cumulatively delineating the appropriate interface between urban and non-urban uses within each county. Municipal service reviews, in contrast, are a relatively new planning responsibility enacted as part of CKH and are intended to inform – among other activities – sphere determinations. The Legislature mandates, notably, all sphere changes as of 2001 be accompanied by preceding municipal service reviews to help ensure LAFCos are effectively aligning governmental services with current and anticipated community needs.

### 1.2 MUNICIPAL SERVICE REVIEWS

Municipal service reviews were a centerpiece to CKH’s enactment in 2001 and are comprehensive studies of the availability, range, and performance of governmental services provided within a defined geographic area. LAFCos generally prepare municipal service reviews to explicitly inform subsequent sphere determinations. LAFCos also prepare municipal service reviews irrespective of making any specific sphere determinations in order to obtain and furnish information to contribute to the overall orderly development of local communities. Municipal service reviews vary in scope and can focus on a particular agency or governmental service. LAFCos may use the information generated from municipal service reviews to initiate other actions under their authority, such as forming, consolidating, or dissolving one or more local agencies.

All municipal service reviews – regardless of their intended purpose – culminate with LAFCos preparing written statements addressing seven specific service factors listed under G.C. Section 56430. This includes, most notably, infrastructure needs or deficiencies, growth and population trends, and financial standing. The seven mandated service factors are summarized in the following table.

**Table 1-2: Mandatory Determinations**

<b>Mandatory Determinations / Municipal Service Reviews (Government Code Section 56430)</b>
1. Growth and population projections for the affected area.
2. Location and characteristics of any disadvantaged unincorporated communities within or contiguous to affected spheres of influence.
3. Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies.
4. Financial ability of agencies to provide services.
5. Status and opportunities for shared facilities.
6. Accountability for community service needs, including structure and operational efficiencies.
7. Matters relating to effective or efficient service delivery as required by LAFCo policy.

### **1.3 MARIN LAFCO COMPOSITION**

Marin LAFCo is governed by a 7-member board comprised of two county supervisors, two city councilmembers, two independent special district members, and one representative of the general public. Each group also gets to appoint one “alternate” member. Each member must exercise their independent judgment, separate from their appointing group, on behalf of the interests of all residents, landowners, and the public. Marin LAFCo is independent of local government and employs its own staff. Marin LAFCo’s current commission membership is provided below in Table 1-3.

**Table 1-3: Marin LAFCo Commission Membership**

<b>Name</b>	<b>Position</b>	<b>Agency Affiliation</b>
<i>Sashi McEntee, Chair</i>	<i>City</i>	<i>City of Mill Valley</i>
<i>Craig Murray, Vice Chair</i>	<i>Special District</i>	<i>Las Gallinas Valley Sanitary District</i>
<i>Damon Connolly</i>	<i>County</i>	<i>District 1 Supervisor</i>
<i>Judy Arnold</i>	<i>County</i>	<i>District 5 Supervisor</i>
<i>Barbara Coler</i>	<i>City</i>	<i>Town of Fairfax</i>
<i>Lew Kious</i>	<i>Special District</i>	<i>Almonte Sanitary District</i>
<i>Larry Loder</i>	<i>Public</i>	<i>Commission</i>
<i>Chris Skelton</i>	<i>Public Alternate</i>	<i>Commission</i>
<i>Tod Moody</i>	<i>Special District Alternate</i>	<i>Sanitary District #5</i>
<i>James Campbell</i>	<i>City Alternate</i>	<i>City of Belvedere</i>
<i>Dennis Rodoni</i>	<i>County Alternate</i>	<i>District 4 Supervisor</i>

Marin LAFCo offices are located at 1401 Los Gamos Drive, Suite 220 in San Rafael. Information on Marin LAFCo’s functions and activities, including reorganization applications, are available by calling (415) 448-5877 by e-mail to [staff@marinlafco.org](mailto:staff@marinlafco.org) or by visiting [www.marinlafco.org](http://www.marinlafco.org).

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## 2.0 EXECUTIVE SUMMARY

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This study represents Marin LAFCo’s scheduled supplemental regional municipal service review of local agencies in the San Rafael region of central Marin County. The underlying aim of the study is to produce an independent assessment of municipal services in Marin County Flood Control Water Conservation District in Flood Control Zones 6 and 7 over the next five to ten years relative to the Commission’s regional growth management duties and responsibilities. The information generated as part of the study will be directly used by the Commission in (a) informing future boundary changes, and – if merited – (b) initiating government reorganizations, such as consolidations, and/or dissolutions.

### 2.1 AFFECTED PUBLIC AGENCIES

This report focuses on seven agencies operating in the San Rafael Region as listed below and shown in Figure 2.1.

**Table 2-1: San Rafael Are Supplemental MSR Agencies**

San Rafael Agency Names
Marin County Flood Control Water Conservation District - Flood Control Zone 6
Marin County Flood Control Water Conservation District - Flood Control Zone 7

Together, these agencies provide a range of municipal services to the communities in which they serve, including:

#### **Flood Control Zones**

Reduce frequency and severity of flooding in the watershed.

### 2.2 PLANS, POLICIES, STUDIES

Key references and information sources for this study were gathered for each district considered. The references utilized in this study include published reports; review of agency files and databases (agendas, minutes, budgets, contracts, audits, etc.); Master Plans; Capital Improvement Plans; engineering reports; EIRs; finance studies; general plans; and state and regional agency information (permits, reviews, communications, regulatory requirements, etc.). Additionally, the LAFCo Executive Officer and Policy Analyst contacted each agency with requests for information.

The study area for this MSR includes communities within the City/Town as well as unincorporated areas adjacent to the city. In the areas entirely outside of the City, Marin County has the primary authority over local land-use and development policies (and growth). The City of Belvedere and Town of Tiburon have authority over land use and development policies within the City/Town. City, County, and Community plans were vital for the collection of baseline and background data for each agency. The following is a list of documents used in the preparation of this MSR:

- City and County General Plans
- Specific Plans
- Community Plans
- Agency databases and online archives (agendas, meeting minutes, website information)

## 2.3 AGENCY AND PUBLIC PARTICIPATION

Within the approved scope of work, this study has been prepared with an emphasis in soliciting outside public review and comment as well as multiple opportunities for input from the affected agencies. This included an agency startup meeting with Marin LAFCo, information requests sent to individual agencies, draft agency profiles also sent to agencies, and review of the draft report prior to Commission action.

This MSR is posted on the Commission's website ([www.marinlafco.org](http://www.marinlafco.org)). It may also be reviewed at the LAFCo office located at 1401 Los Gamos Drive, Suite 220 in San Rafael during open hours.

## 2.4 WRITTEN DETERMINATIONS

The Commission is directed to prepare written determinations to address the multiple governance factors enumerated under G.C. Section 56430 anytime it prepares a municipal service review. These determinations are similar to findings and serve as independent statements based on information collected, analyzed, and presented in this study's subsequent sections. The underlying intent of the determinations is to identify all pertinent issues relating to the planning, delivery, and funding of municipal services as it relates to the Commission's role and responsibilities. An explanation of these seven determination categories is provided below.

### 1. Growth and Population

This determination evaluates existing and projected population estimates for the City of Belvedere, Town of Tiburon, and the adjacent unincorporated communities within the study area.

### 2. Location and Characteristics of any Disadvantaged Unincorporated Communities Within or Contiguous to the Sphere of Influence.

This determination was added by Senate Bill (SB) 244, which became effective in January 2012. A disadvantaged community is defined as an inhabited community of 12 or more registered voters having a median household income of 80 percent or less than the statewide median household income.

### 3. Capacity and Infrastructure

Also discussed is the adequacy and quality of the services provided by each agency, including whether sufficient infrastructure and capital are in place (or planned for) to accommodate planned future growth and expansions.

### 4. Financing

This determination provides an analysis of the financial structure and health of each service provider, including the consideration of rates and service operations, as well as other factors affecting the financial health and stability of each provider. Other factors considered include those that affect the financing of needed infrastructure improvements and compliance with existing requirements relative to financial reporting and management.

### 5. Shared Facilities

Opportunities for districts to share facilities are described throughout this MSR. Practices

and opportunities that may help to reduce or eliminate unnecessary costs are examined, along with cost avoidance measures that are already being utilized. Occurrences of facilities sharing are listed and assessed for more efficient delivery of services.

**6. Government Structure and Local Accountability**

This subsection addresses the adequacy and appropriateness of existing boundaries and spheres of influence and evaluates the ability of each service provider to meet its demands under its existing government structure. Also included is an evaluation of compliance by each provider with public meeting and records laws (Brown Act).

**7. Other Matters Related to Effective or Efficient Service Delivery, as Required by Commission Policy**

Marin LAFCo has specified the sustainability of local agencies as a priority matter for consideration in this MSR. Sustainability is not simply about the environment but can consider the sustainability of an organization and its ability to continue to provide services efficiently for many years to come. Sustainable local governments that take practical steps to protect the environment and our natural resources through land conservations, water recycling and reuse, preservation of open space, and opting to use renewable energy are the key players in determining the sustainability of the region.

In addition, other matters for consideration could relate to the potential future SOI determination and/or additional effort to review potential advantages or disadvantages of consolidation or reorganization.

A summary of determinations regarding each of the above categories is provided in Chapter 3 of this document and will be considered by Marin LAFCo in assessing potential future changes to an SOI or other reorganization.



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### 3.0 DETERMINATIONS

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***Growth and population projections for the affected area.***

a) As stated in the October 2019 San Rafael Area MSR, the population growth for the overall San Rafael area is expected to be approximately 19% by 2040. However, anticipated growth in Flood Control 6 and 7 is projected to be minimal. Both Flood Control Zones in the study areas are essentially built out at this time.

***The location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence.***

a) There are no identified DUCs within the study area.

***Present and planned capacity of public facilities, adequacy of public services, and infrastructure needs or deficiencies including needs or deficiencies related to sewers, municipal and industrial water, and structural fire protection in any disadvantaged unincorporated communities within or contiguous to the sphere of influence.***

As noted above, there are no unincorporated communities within the study area that have been identified as disadvantaged.

***Financial ability of agencies to provide services.***

- a) Both Flood Zone 6 and 7 prepare annual budgets and prepare financial statements in accordance with established governmental accounting standards. The County Board of Supervisors, acting as the Board for the Marin County Flood Control and Water Conservation District, may amend their budgets by resolution during the fiscal year in order to respond to emerging needs, changes in resources, or shifting priorities. Expenditures may not exceed appropriations at the fund level, which is the legal level of control.
- b) The County Administrative Officer is authorized to transfer budgeted amounts between accounts or funds under certain circumstances, however; the County Board of Supervisors, acting as the Board for the Marin County Flood Control and Water Conservation District, must approve any increase in the operating expenditures, appropriations for capital projects, and transfers between major funds and reportable fund groups. Audited financial statements are also prepared as part of the County of Marin audit which is performed by an independent certified public accounting firm.
- c) Flood Zone 6 currently has the ability to cover its costs, but this is partly due to the fact that the City of San Rafael handles many of the responsibilities that help cover some of the services provided to the Flood Zone.

d) Flood Zone 7 currently has the ability to cover its basic services but is facing an issue in the future of not having the funding needed to perform some large projects. The Zone has an irregular pattern for approval of temporary parcel tax to deal with items as identified. Most of the previous special taxes have been reactionary to immediate needs. This has allowed for individual projects to be funded but has not allowed for a long-term plan to be created to ensure the long-term stability of the work needed. The Zone may want to discuss setting up a more permanent assessment that will allow for better maintenance and long-term planning. In addition, a permanent tax will ensure that repairs and maintenance can occur when needed and not waiting for a special tax to be passed on the ballot which can lead to more expensive repairs and replacement if repair work needs to wait for funding.

**Status of, and opportunities for, shared facilities.**

There are no opportunities for shared facilities at this time.

**Accountability for community service needs, including governmental structure and operational efficiencies.**

a) Flood Zone 6 was established prior to the City of San Rafael's annexation of the area. While the MOU between the Flood Control District and San Rafael has worked well, it may be time for the Flood Control District to transfer the remaining work it does for the district to the City of San Rafael. The City has the ability to do the work the Flood Control staff does now within the zone. The work that would need to be transferred should include general administration which includes such items as the permitting process for maintenance to the creeks and oversight of the Advisory Board. Should the District and the City agree to transfer Zone 6 to the City, measures should be included to make sure all current and future funds are properly transferred to the City and that the City has measures in place to make sure all those funds are only used for services in Flood Zone 6. Having said that, the District, City, and CAC should discuss, as needed, when projects fall outside of the boundary of the Zone but will help deal with flood control issues within the boundary. It could be prudent to use some funds on these types of projects if they end up benefitting and supporting the system that Zone 6 is responsible for.

While LAFCo's have authority to perform an MSR for Flood Control Districts, they do not have oversight of the creation, change to, or elimination of individual Zones within them, however, if requested by both the District and City, LAFCo staff can help with this process.

In addition to the District and City staff should coordinate with the SMART train system staff. Currently SMART runs its own programs to ensure the safety of the rail line that runs through the district. Similar to the discussion above about district funds being used for projects just outside of its boundary, SMART may get similar benefits by working with the Flood Control Zone to help use some of its funds outside of its direct efforts as it may be possible to help divert water earlier in the system so the rail line is better protected.

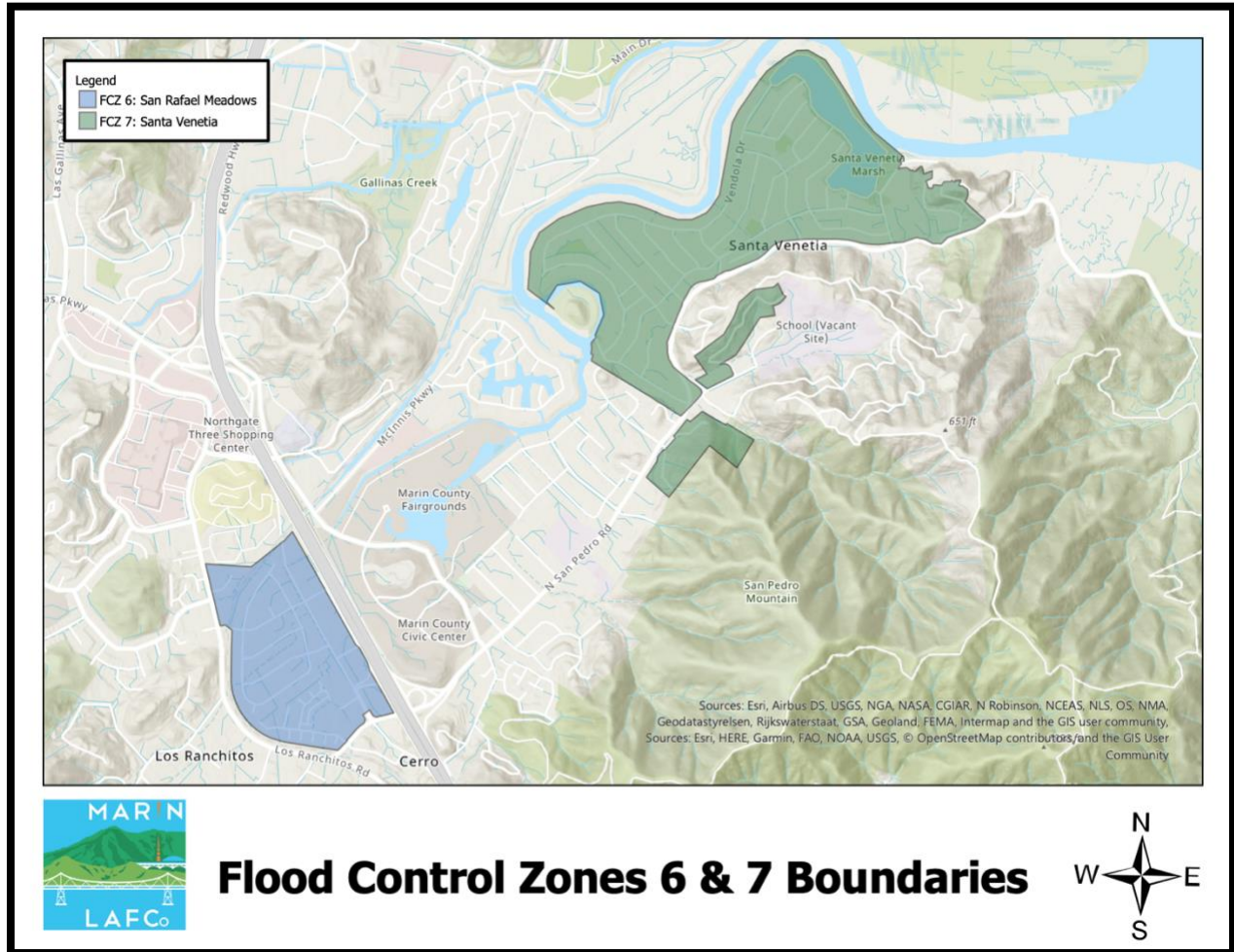
**Any other matter related to effective or efficient service delivery, as required by commission policy**

a) Due to the long history of the District and the unique nature of each flood zone, the budgets for each Zone are reported in different ways. While the members of any one district may understand the budget for that zone it can be hard to compare information across zones. The District should work to create a budget reporting system that is more uniform in nature while still allotting for the unique nature of each zone.

## 4.0 REGIONAL SETTING

The Municipal Service Review (MSR) is a supplemental addition to the San Rafael Area MSR completed in October 2019. The full San Rafael area regional setting can be found at the Marin LAFCo website, [www.marinlafco.org](http://www.marinlafco.org). As shown in figure 4-1 Flood Control Zone 6 is just west of Civic Center across the 101 freeway and Flood Control Zone 7 is northeast of Civic Center.

Figure 4-1: San Rafael Area Supplemental Municipal Service Review Overview Map



## 5.0 FLOOD CONTROL ZONE #6 – SAN RAFAEL MEADOWS

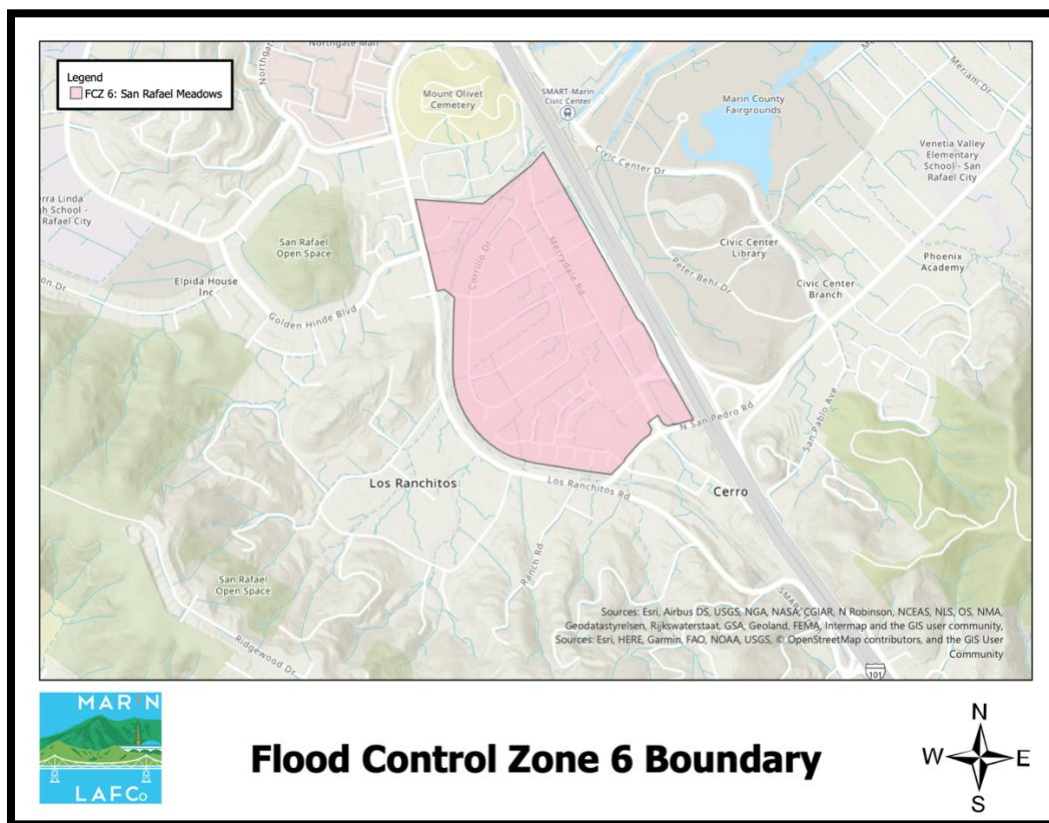
### 5.1 OVERVIEW

Flood Control Zone #6 (FZ6) encompasses .16 square miles and is entirely within the City of San Rafael. FZ6 was established in 1961 in order to address specific flooding problems in the San Rafael Meadows neighborhood across US 101 from the Marin County Civic Center.

This area is jointly covered by both the County, acting as Flood Control staff, and the City of San Rafael. The current agreements from 1975 place the County in charge of building new infrastructure along with getting needed permits from state and federal agencies and the City of San Rafael maintains the Zone’s already built infrastructure and drainage easements. Over the years, as new infrastructure was not in need, the County has worked to transfer FZ6 funds to San Rafael so they could do needed maintenance on .75 miles of the creek. This transfer of funds was a recommendation of the advisory Board and approved by the District Board of Supervisors.

During the time that the District has managed Flood Zone 6 up to five members that reside within FZ6 are appointed by the District Board of Supervisors to serve on the Advisory Board to oversee matters involving the zone. The Advisory Board meets annually to review the budgetary needs, then schedules meetings throughout the year as deemed necessary by the District Engineer. An overview is provided in Table 5-1 and a map is provided in Figure 5-1.

Figure 5-1: Flood Control Zone #6 Map



**Table 5-1: Flood Control Zone #6 Overview**

<b>Flood Control Zone #6 – San Rafael Meadows</b>			
<b>Primary Contact</b>	Gerhard Epke		
<b>Phone</b>	(415) 473-6292		
<b>Office Location:</b>	Department of Public Works, 3501 Civic Center Drive, San Rafael, CA 94903		
<b>Formation Date</b>	1962	<b>Services Provided</b>	Flood Control
<b>Service Area</b>	.16 square miles	<b>Population Served</b>	9,836

## **5.2 FORMATION AND DEVELOPMENT**

FZ6 was established in 1961 and is the smallest flood zone in Marin County which covers .16 square miles. In 1975 the City of San Rafael annexed the area into its jurisdiction. That same year the District and the City agreed to a Joint Powers Agreement around the maintenance and administration of Flood Control Facilities. In this agreement, the District is responsible for administrative support, all major construction, major channel realignment, and capital improvement projects. The City is entrusted with normal maintenance which includes the maintaining of the major projects after the District has completed that work. For several years now there have been no new major projects that have required the District to construct. Starting in 2012 the District and City had started annually agreeing to a transfer of \$6,000 of Zone funds to the city to help cover some costs occurred by the City for work done within the Zone. In 2017 the District and the City entered into a multiple-year agreement that allows for the transfer of funds, not to exceed \$8,000 from the District account to the City to help cover costs the City spends to do work in the Zone. In addition, the Sonoma-Marín Area Rail Transit (SMART) line runs through the District. SMART is responsible for flood control in its right of way.

## **5.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE**

FZ6’s sphere of influence is coterminous with its jurisdictional boundary and includes a total of 440 parcels. Land uses within the zone boundary include single-family residential, multiple-residential, and commercial. The majority of the residential lots within the zone have been developed.

## **5.4 POPULATION AND GROWTH**

FZ6 is within the community of San Rafael Meadows which is Census Tract 1082. In 2010, the US Census reported a population of 9,836 which is a decrease from the year 2000. Most developable parcels within the boundary have been fully developed and increased growth is limited.

## 5.5 MUNICIPAL SERVICES

### Flood Control

The FZ6 work is currently split between FZ6 staff and the City of San Rafael Staff. FZ6 staff handles the permitting of projects, some public outreach, oversight of the advisory board, and general administrative services while City staff handles day to day work that occurs in the zone. In addition, the City through its normal course of service provides other services to the area that assist with the flood control of the area, such as inspecting and cleaning storm drains and vacuuming up leaves in the street. The City, when doing area development, has worked with the advisory board on projects such as in 2000 when a housing development was built on a vacant parcel on the south side of the flood zone. When the City did approve plans for this project, they required a water diversion system that meant water that would have in the past run through drainage ways in FZ6 were diverted into a new pipe system thereby relieving some stress to the system in high rain situations. SMART also has a rail line that runs through this area. SMART has its own water diversion projects to protect the tracks from the erosion.

## 5.6 ORGANIZATION STRUCTURE

### Advisory Board

Flood Control Zone #6 was formed as a dependent special district with the Marin County Board of Supervisors as its governing body. The Advisory Board consists of five (5) members appointed by the District Board. County Supervisors are elected to four-year terms of office, with no term limits.

Table 5-2: County of Marin Board of Supervisors

Member	Position	Experience	Term
<b>Damon Connolly</b> (District 1)	Supervisor	Government	Expires January 2023
<b>Katie Rice</b> (District 2)	Vice-President	Government	Expires January 2021
<b>Kate Sears</b> (District 3)	President	Government	Expires January 2021
<b>Dennis Rodoni</b> (District 4)	2 <sup>nd</sup> Vice-President	Government	Expires January 2021
<b>Judy Arnold</b> (District 5)	Supervisor	Government	Expires January 2023

### Advisory Board

The Board of Supervisors appoints five (5) members, who shall reside in Flood Control Zone #6, to an Advisory Board that oversees the zone. That Board will make recommendations to the Board of Supervisors on necessary actions. This Advisory Board meets once a year in March to review budgeted items and planned efforts. A written update is provided to the Board of Supervisors unless a meeting is needed to discuss a time-sensitive issue. The current Advisory Board consists of the five appointees noted below in Table 6-4.

**Table 5-3: Flood Control Zone #6 Advisory Board Members**

<b>Member</b>	<b>Position</b>	<b>Term</b>
Ken Dickinson	Vice-Chairperson	Appointed May 1, 2012
Marianne Nannestad	Member	Appointed April 5, 2016
Wayne Rayburn	Member	Appointed April 5, 2016
Stuart Shepherd	Chairperson	Appointed April 28, 1998
Vacant	Member	

## **Staffing and District Operations**

As a dependent district of the County, all administrative services are provided by county departments, including legal counsel and compilation of financial transaction reports for the State Controller’s Office required under Government Code Section (53891).

## **5.7 ACCOUNTABILITY AND TRANSPARENCY**

### **Meetings and Agendas**

Advisory Board meetings are held annually in the Spring with additional meetings called by the Advisory Board and/or District Engineer as needed. The meeting date, time, and location are posted on the Marin Watershed Program website <https://www.marinwatersheds.org/>. Also posted on the website are agendas, staff reports, and meeting minutes.

## **5.8 FINANCIAL OVERVIEW**

Flood Control Zone #6 posts draft budgets on the Marin Watershed Program Website as part of meeting packet materials. The draft budgets include actuals for the prior year, a proposed budget for the upcoming year, and a planned budget for the following year.

### **Financial Audit**

The County of Marin operates an Internal Audit Unit within its Department of Finance. The unit provides continuous monitoring of the County’s activities and reports to management staff on the results of risk evaluations.

### **Revenues and Expenditures**

The FY 2019-2020 expenditure budget for FZ6 is approximately \$44,910. This is slightly higher than the \$43,634 revenue they receive. FZ6 has a healthy fund balance of about \$497,977. Given the type of work that needs to be done, it is common for agencies like this to have fund balances that are this size in order to save money up then to do major repair or replacement projects.

Table 5-4 shows the revenue and expenditures for the FZ6. This does not include money spent by the City of San Rafael for the six drainage ditches. The City spends \$15,960 a year to do that work of which FZ6 reimburses them \$8,000 per year based on a 2017 agreement between FZ6 and San Rafael. In addition to work done in the drainage ditches the City also performs routine maintenance such as, leaf removal and storm-related responses similar to what they do for other parts of the City.



Table 5-4: Flood Control Zone #6 Revenues and Expenditures

Description	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20
<b>Total Fund Balance</b>	\$406,413	\$418,355	\$436,739	\$453,453	\$470,051	\$499,447	\$481,775
<b>Unrestricted Fund Balance</b>	\$404,668	\$417,842	\$428,339	\$443,900	\$457,251	\$489,047	\$471,375
Taxes & Interest	\$30,793	\$32,889	\$34,999	\$38,779	\$43,018	\$49,269	\$50,795
Intergovernmental Revenue	\$0	\$0	\$0	\$163	\$163	\$162	\$162
Misc. Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfers In	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$30,793</b>	<b>\$32,889</b>	<b>\$34,999</b>	<b>\$38,942</b>	<b>\$43,181</b>	<b>\$49,430</b>	<b>\$50,956</b>
Salaries & Benefits	\$10,916	\$14,493	\$12,977	\$20,892	\$13,785	\$23,343	\$8,673.43
Services & Supplies	\$7,936	\$12	\$5,308	\$1,453	\$0	\$43,759	\$1,007
Machinery	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Expense</b>	<b>\$18,851</b>	<b>\$14,505</b>	<b>\$18,285</b>	<b>\$22,344</b>	<b>\$13,785</b>	<b>\$67,102</b>	<b>\$9,680</b>
<b>Equity</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Prior Year Encumbrance</b>	<b>\$1,745</b>	<b>\$513</b>	<b>\$8,400</b>	<b>\$9,553</b>	<b>\$12,800</b>	<b>\$10,400</b>	<b>\$10,400</b>
<b>Current Year Encumbrance</b>	<b>-\$513</b>	<b>-\$8,400</b>	<b>-\$9,553</b>	<b>-\$12,800</b>	<b>-\$10,400</b>	<b>-\$10,400</b>	<b>-\$10,400</b>
<b>Ending Fund Balance</b>	<b>\$418,355</b>	<b>\$436,739</b>	<b>\$453,453</b>	<b>\$470,051</b>	<b>\$499,447</b>	<b>\$481,775</b>	<b>\$523,098</b>
<b>Ending Unrestricted Fund Balance</b>	<b>\$417,842</b>	<b>\$428,339</b>	<b>\$443,900</b>	<b>\$457,251</b>	<b>\$489,047</b>	<b>\$471,375</b>	<b>\$512,698</b>

## 5.9 SUSTAINABILITY

FZ6 is on the front lines of climate change as most of the work that is being done is to protect the area from larger than normal rainstorms. When doing its planning for future work, FZ6 is looking towards models of what could happen in the future in order to inform the work that is being done today. When doing this forecasting, the expected life span of work being done should match the projection of what rainstorms will be for the end of the life of the project and not just the needs for today. FZ6 was a partner in the 2016 Las Gallinas Sea Level Rise Vulnerability Assessment and the 2017 Gallinas Watershed Program report. FZ 6 is using information from both to help with its planning process. FZ 6 also partnered with SMART to identify on-site riparian habitat mitigation opportunities within the Zone.

## 6.0 FLOOD CONTROL ZONE #7 – SANTA VENETIA

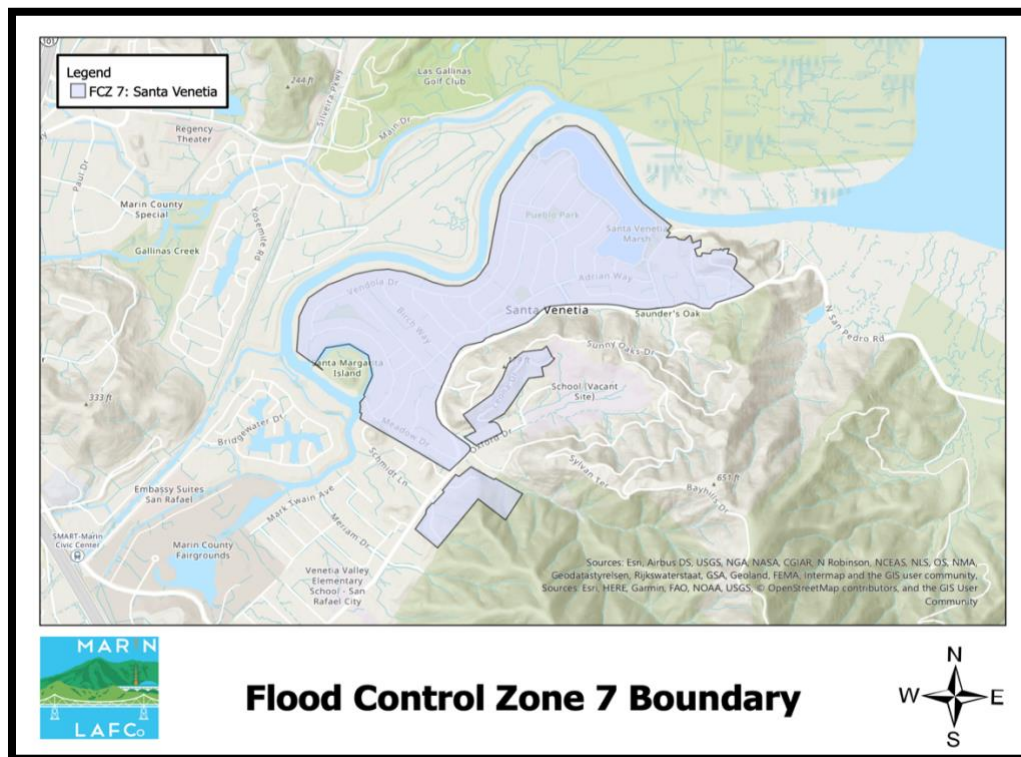
### 6.1 OVERVIEW

Flood Control Zone #7 (FZ7) is located in Santa Venetia, unincorporated San Rafael, along the South shore of Gallinas Creek. It encompasses .42 square miles and is partially within the historic tidal inundation area of the San Francisco Bay.

FZ7 was established in 1962 in order to address specific flooding problems in the low-lying areas of the Santa Venetia community. The boundaries of FZ7 were formed by the Marin County Flood Control and Water Conservation District outlined in Resolution 7295 approved by the Board of Supervisors in July of 1962 with the caveat of being locally funded.

Five residents within FZ7 are appointed by the Board of Supervisors to serve on the Advisory Board to oversee matters involving the zone. Per May 21, 2019, updated Zone bylaws, the Advisory Board meets annually in March, if available to review the budgetary needs, then schedules meetings throughout the year based on recommendations by District staff. FZ7 maintains 14 pumps at 5 permanent pump stations in an effort to reduce flooding. In addition, FZ7 has access to 4 portable pumps that are serviced and then re-stationed in the zone for use as needed and maintains about 2 miles of berm/levee, several tide gates, trash racks, and an annual vegetation program in drainage ditches and on the levee within the zone. An overview map is provided in Figure 6-1 and a land-use map is provided in Figure 6-1.

Figure 6-1: Flood Control Zone #7 Map



**Table 6-1: Flood Control Zone #7 Overview**

<b>Flood Control Zone #7 – Santa Venetia</b>			
<b>Primary Contact</b>	Gerhard Epke		
<b>Phone</b>	(415) 473-6292		
<b>Office Location:</b>	Department of Public Works, 3501 Civic Center Drive, San Rafael, CA 94903		
<b>Formation Date</b>	1962	<b>Services Provided</b>	Flood Control
<b>Service Area</b>	.42 square miles	<b>Population Served</b>	2592*
*Estimate based on Block Group 1 in Tract 1060.02 - 2010 Population			

## **6.2 FORMATION AND DEVELOPMENT**

FZ7 was established in 1962 before the County of Marin had authority to issue building permits and/or regulate zoning. This date also pre-dates the passage of the California Environmental Quality Act and the Endangered Species Act. The Santa Venetia area was one of Marin’s first neighborhoods to be constructed on soil fill over tidal marsh and bay mud. Due to the initial low-level elevation and ongoing consolidation of the underlying bay mud, much of the neighborhood has sunk below high tide level. FZ7 was subject to regular tidal flooding through the early 1980s.

Since its formation in 1962, amendments to FZ7 range from the annexation of additional parcels, to passage of special taxes for storm drain upgrades, antiquated pump station replacements, and other necessary improvements to reduce flood risk. In 1982, the Marin County Board of Supervisors called for voter approval to impose a special tax to financially support increasing infrastructure costs. That tax measure failed, however, in 1983 a similar ballot measure was passed and again renewed in 1986. The Marin County Board of Supervisors once again was able to pass additional special tax measures in 1991, 1995, and 2003 with the last of the special tax revenue coming in 2007. Monies received were used toward construction and renovation of pump stations and replenishment of the capital improvements and emergency services reserves. A special tax measure went before voters in 2010 but did not pass.

The Advisory Board met as recently as August 21, 2019, to discuss potential ballot language for another proposed tax on the properties located within Flood Control Zone #7. The special assessment being considered would help fund the Gallinas Levee Upgrade Project (GaLUP), with additional funding coming from a Federal Emergency Management Agency Hazard Mitigation Grant Program grant (up to \$3 million) and potentially the County (\$840,000). The GaLUP is an effort to find a longer-term and more robust solution to the tidal flood risk, improve the resiliency of the community, and adjacent critical wetland habitat to the rise of sea level, as well as to shore up existing corrugated metal pipe levee penetrations.

## **6.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE**

FZ7’s sphere of influence is coterminous with its jurisdictional boundary and includes a total of 886 parcels. Land uses within the zone boundary include single-family residential, multiple-residential, Planned Bayfront Zone, planned development, commercial, and agriculture. The majority of the residential lots within the zone have been developed.

## 6.4 POPULATION AND GROWTH

FZ7 is within the community of Santa Venetia which is Census Tract 1060.02. In 2010, the US Census reported a population of 5,625 which is a decrease from the year 2000. Almost all developable parcels within the boundary have been developed and increased growth is unlikely.

## 6.5 MUNICIPAL SERVICES

### Flood Control

In the early 1980s, multiple years of devastating floods in FZ7 required a Timber-Reinforced Berm (TRB) to be built on top of an existing earthen levee and was completed in 1984<sup>2</sup>. The TRB was mainly constructed on private property along Gallinas Creek to protect the larger community who were impacted by the floods. The TRB was built with wood members and has a normal life span of about 20 years. Since its construction, staff for the Flood Control Zone has done needed patchwork. In 2015-2016 staff did a review of all parts of the TRB they could get access to. Due to the TRB being on private land they were not able to properly inspect 8 parcels. FZ7 staff then created a list of the sections that were in the worst shape and needed immediate attention and as of 2020 have completed the identified high priority repairs using available budget. To date, about half of the original TRB has been replaced but staff is running into funding issues trying to complete renovation of the rest of the structure before it is too deteriorated to function. This will be addressed more in section 1.8.

In addition to the TRB, FZ7 has 5 pump stations. The original pump station was constructed in 1957 before the zone was established. With the additional pump stations built in 1963, 1979, 1980, and 1986. In addition to the pump stations, three large storm drains designed to allow flows coming off the hillsides above the community to bypass the pump stations were constructed with some funds coming from Housing and Urban Development (HUD) and the County. HUD has no maintenance or funding responsibilities for any projects they funded. The local agency responsibility takes care of this fund. Following the floods of the early 1980s and the completion of the TRB, improvements were made to the Santa Venetia Marsh Levee.

Marin County in 2016 joined the Federal Emergency Management Agency (FEMA) Community Rating System (CRS) at class 7, which can get a homeowner a 15% discount on flood insurance<sup>3</sup>. Subsequently, the County worked with FEMA to move to class 6, which as of the policy renewal date after May 2018 can get a homeowner a 20% discount on flood insurance<sup>4</sup>. In 2017 the average premium, before discount, per policy was \$2,117. With the CRS Class 7 discount of 20%, that means the average policy was \$1,694 or an average savings of \$423<sup>5</sup>. The CRS is a countywide program in unincorporated areas, so work in any part of the county can impact which class the unincorporated County as a whole qualifies for.

<sup>2</sup> 2017 Town Hall PowerPoint [http://www.marinwatersheds.org/sites/default/files/2017-07/20160605\\_Zone7\\_TownHall.pdf](http://www.marinwatersheds.org/sites/default/files/2017-07/20160605_Zone7_TownHall.pdf)

<sup>3</sup> <https://www.fema.gov/national-flood-insurance-program-community-rating-system>

<sup>4</sup> <https://www.fema.gov/national-flood-insurance-program-community-rating-system>

<sup>5</sup> 2017 Town Hall PowerPoint [http://www.marinwatersheds.org/sites/default/files/2017-07/20160605\\_Zone7\\_TownHall.pdf](http://www.marinwatersheds.org/sites/default/files/2017-07/20160605_Zone7_TownHall.pdf)

## 6.6 ORGANIZATION STRUCTURE

### Advisory Board

Flood Control Zone #7 was formed as a dependent special district by the Marin County Flood Control and Water Conservation District Act in Chapter 68 of the Water Code. The Marin County Board of Supervisors is empowered to act as ex officio Board of Supervisors of the District. The Advisory Board consists of five (5) members appointed by the District Board. County Supervisors are elected to four-year terms of office, with no term limits.

Table 6-2: County of Marin Board of Supervisors

Member	Position	Experience	Term
<b>Damon Connolly</b> (District 1)	Supervisor	Government	Expires January 2023
<b>Katie Rice</b> (District 2)	Vice-President	Government	Expires January 2021
<b>Kate Sears</b> (District 3)	President	Government	Expires January 2021
<b>Dennis Rodoni</b> (District 4)	2 <sup>nd</sup> Vice-President	Construction	Expires January 2021
<b>Judy Arnold</b> (District 5)	Supervisor	Government	Expires January 2023

### Advisory Board

The District Board of Supervisors appoints five (5) advisory members, who shall reside in Flood Control Zone #7, to an Advisory Board that oversees the zone. That Advisory Board will make recommendations to the District Board of Supervisors on necessary actions. Per May 21, 2019, Zone bylaws, this Advisory Board meets a minimum of once a year in March to review budgeted items and planned projects, including design and engineering of upcoming improvements. A written update is provided to the District Board of Supervisors unless a meeting is needed to discuss a time-sensitive issue. The current Advisory Board consists of the five appointees noted below in Table 6-4.

Table 6-3: Flood Control Zone #7 Advisory Board Members

Member	Position	Term
<b>Greg Fox</b>	Advisor	Appointed 3-31-20
<b>Russ Greenfield</b>	Vice President	Appointed 11-25-14
<b>Alex Kahl</b>	Advisor	Appointed 1-24-17
<b>Roger Kirk</b>	Advisor	Appointed 3-7-17
<b>Jeffrey Krupnick</b>	Advisor	Appointed 11-18-08

## Staffing and District Operations

As a dependent district of the County, all administrative services are provided by County departments, including legal counsel and compilation of financial transaction reports for the State Controller's Office required under Government Code Section (53891).

## 6.7 ACCOUNTABILITY AND TRANSPARENCY

### Meetings and Agendas

Advisory Board meetings are held annually in late winter with subsequent meetings called by the Advisory Board and District staff. The meeting date, time, and location are posted on the Marin Watershed Program website <https://www.marinwatersheds.org/>. Also posted on the website are agendas, staff reports, and meeting minutes. The Board met as recently as August 21, 2019, to discuss language for a proposed special assessment that may be on a future ballot. The special tax being considered would be for the residents of the zone to fund the Gallinas Levee Upgrade project, includes improvements to the TRB for which FEMA is contributing up to \$3 million.

## 6.8 FINANCIAL OVERVIEW

Flood Control Zone #7 posts draft budgets on the Marin Watershed Program Website as part of meeting packet materials. The draft budgets include actuals for the prior year, a proposed budget for the upcoming year, and a planned budget for the following year. The baseline budget for the year is approved and major projects are brought to the Board for approval as awarded.

### Financial Audit

The County of Marin operates an Internal Audit Unit within its Department of Finance. The unit provides continuous monitoring of the County's activities and reports to management staff on the results of risk evaluations.

### Revenues and Expenditures

The FY 2019-2020 expenditure budget for FZ7 is much larger than in the last 5 years due to the work needed to be done on the TRB. Total expenditure is budgeted to be \$1,058,938, with revenue only budgeted at \$503,100. They are able to do this since they have an unrestricted fund balance entering the year of \$847,369. This follows a pattern of building up a fund balance then spending down the money for a large project.

While FZ7 has been able in the past to collect money over several years and then spend down that money in one year for a large project, FZ7 is needing to complete the TRB project quicker than current funding will allow. The Gallinas Levee Upgrade work will cost approximately \$6,000,000 in total to be completed over a 3 year period. The Flood Control District is has been awarded a FEMA grant that would cover approximately \$3,000,000 of this total but this grant requires matching funds. The remaining amount will be split between Marin County and residents of FZ7. Marin County has already set-a-side \$840,000, proportionate to its ownership of the levee system. In order for FZ7 to cover the remaining share of needed funds which are likely to be partially secured through a 10-year loan, Marin County is currently working with the Advisory Board on a possible voter-approved parcel assessment that might be based on the elevation of the parcel and needs of each parcel in order to cover annual loan repayments while allowing ongoing pump

station maintenance. Without some kind of voter approval of the new funds, the TRB upgrades will be slowed down dramatically and could put the community at risk of a breach of the levee since it does not have the funds to properly fix the TRB in a timely manner.

**Table 6-4: Flood Control Zone #7 Revenues and Expenditures**

Description	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20 Budgeted
<b>Total Fund Balance</b>	<b>\$954,883</b>	<b>\$806,822</b>	<b>\$220,367</b>	<b>\$344,730</b>	<b>\$445,548</b>	<b>\$561,564</b>	<b>\$721,381</b>	<b>\$936,596</b>
<b>Unrestricted Fund Balance</b>	<b>\$804,718</b>	<b>\$624,853</b>	<b>\$165,584</b>	<b>\$242,742</b>	<b>\$359,605</b>	<b>\$474,868</b>	<b>\$630,577</b>	<b>\$847,369</b>
<b>Taxes</b>	\$374,291	\$438,690	\$407,303	\$414,117	\$475,164	\$493,608	\$522,861	\$503,100
<b>Intergovernmental Revenue</b>	\$1,164	\$1,136	\$1,121	\$1,103	\$1,090	\$1,085	\$1,067	\$0
<b>Misc Revenue</b>	\$800	\$410	\$0	\$0	\$0	\$3,344	\$0	\$0
<b>Transfers In</b>	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$426,255</b>	<b>\$440,235</b>	<b>\$408,423</b>	<b>\$415,220</b>	<b>\$476,254</b>	<b>\$498,037</b>	<b>\$523,928</b>	<b>\$503,100</b>
<b>Salaries &amp; Benefits</b>	\$312,219	\$294,208	\$156,155	\$187,041	\$242,253	\$143,554	\$182,799	\$416,711
<b>Services &amp; Supplies</b>	\$264,068	\$735,642	\$132,393	\$131,054	\$117,986	\$194,665	\$125,914	\$642,227
<b>Machinery</b>	-\$1,971	-\$3,160	-\$4,488	-\$3,693	\$0	\$0	\$0	\$0
<b>Total Expense</b>	<b>\$574,316</b>	<b>\$1,026,690</b>	<b>\$284,060</b>	<b>\$314,402</b>	<b>\$360,239</b>	<b>\$338,219</b>	<b>\$308,713</b>	<b>\$1,058,938</b>
<b>Prior Year Encumbrance</b>	<b>\$150,165</b>	<b>\$181,970</b>	<b>\$54,784</b>	<b>\$101,988</b>	<b>\$85,943</b>	<b>\$86,695</b>	<b>\$90,805</b>	<b>\$89,227</b>
<b>Current Year Encumbrance</b>	<b>- \$181,970</b>	<b>-\$54,784</b>	<b>-\$101,988</b>	<b>-\$85,943</b>	<b>-\$86,695</b>	<b>-\$90,805</b>	<b>-\$89,227</b>	<b>-\$98,027</b>
<b>Ending Fund Balance</b>	<b>\$806,822</b>	<b>\$220,367</b>	<b>\$344,730</b>	<b>\$445,548</b>	<b>\$561,564</b>	<b>\$721,381</b>	<b>\$936,596</b>	<b>\$380,758</b>
<b>Ending Unrestricted Fund Balance</b>	<b>\$624,853</b>	<b>\$165,584</b>	<b>\$242,742</b>	<b>\$359,605</b>	<b>\$474,868</b>	<b>\$630,577</b>	<b>\$847,369</b>	<b>\$282,730</b>

While the TRB is the top priority, other work will need to be done in the future. Other work identified by FZ7 staff includes reconstruction of all or portions of pump systems meeting one or more triggers: 1) nearing the end of their typically 50-year design life (Pump Station No. 2), or 2) that do not have pumping capacity to handle estimated 100-year storm flows (Pump Station No. 4), or 3) that the residential areas in the pump catchment areas have settled below their pump



station wet well elevations and storm flows don't effectively get to the pump station (Pump Stations No. 3 and 5). The land in FZ7 is settling and will continue to do so in the future. This settlement has caused parts of the land in the area to be below the area that the pumping system can service. As the land continues to settle, this problem will only grow. Either the pumping system needs to be modified or homes need to be elevated to address this concern. In addition, some of the pipes in the system are getting to an age where replacement is either currently needed or will be needed in the near future. Many needed pipe replacements could be incorporated into road maintenance projects in order to minimize costs to the Zone. The Santa Venetia Storm Drain Hydraulic Study Final Report<sup>6</sup> contains an evaluation of potential improvements.

FZ7 annual revenue comes from ad valorem tax. Total revenues from ongoing sources is approximately \$500,000 per year. In addition, over the past 36 years, 21 of them have had a special parcel tax approved by the voters<sup>7</sup>. These special taxes have helped bridge the gap to fund needed projects. This funding, however, is not constant and makes it difficult to do proper long-term planning.

FZ7 staff is currently working to evaluate the needs of the entire zone to determine what needs to be worked on and the costs to do that work. An issue that FZ7 staff is likely to face after the review is completed is the district does not raise enough revenue to do the amount of work that will likely come from the evaluation. FZ7 currently maintains 5 pump stations and 2 miles of levees. In comparison, Flood Zone 1 (Novato) and Flood Zone 3 (Richardson Bay) have 4 and 5 pump stations along with 2 and 1.3 miles of levee respectively. Both Flood Zone 1 and Flood Zone 3 also do some dredging that FZ7 is not responsible for doing. All three Flood Zones are responsible for similar amounts of pump stations and levee maintenance, yet their annual revenues are not similar in nature. FZ7 annual revenue is about \$500,000 where the other two zones' revenue is between \$1.5 million to \$2 million.

## 6.9 SUSTAINABILITY

FZ7 is on the front lines of climate change as most of the work that is being done is to protect the area from sea level rise and larger than normal rainstorms. Incorporating the land subsidence rates means that the baselines are changing in multiple ways simultaneously. When doing its planning for future work, FZ7 is looking towards models of what could happen in the future in order to inform the work that is being done today. When doing this forecasting, the expected life span of work being done should match the projection of what sea level and rainstorms will be for the end of the life of the project and not just the needs for today.

<sup>6</sup> <https://www.marinwatersheds.org/resources/publications-reports/santa-venetia-storm-drain-hydraulic-study-final-report>

<sup>7</sup> [http://www.marinwatersheds.org/sites/default/files/2017-7/20160605\\_Zone7\\_TownHall.pdf](http://www.marinwatersheds.org/sites/default/files/2017-7/20160605_Zone7_TownHall.pdf)



# Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

## AGENDA REPORT

August 13, 2020

Item No. 5 (Public Hearing)

**TO:** Local Agency Formation Commission  
**FROM:** Jason Fried, Executive Officer  
**SUBJECT:** Approval of Resolution No. 20-23 Annexation of 200 Pacheco Ave (APN 146-230-79) to Novato Sanitary District (File #1349) and approval of CEQA Exemption

### Background

Marin LAFCo has received an application from Ian Murdock (“applicant”) requesting approval to annex a lot that currently has a single-family home, approximately 2 acres, to the Novato Sanitary District (NSD). The affected territory is in unincorporated Marin County with a situs address of 200 Pacheco Ave (APN 146-230-79). The proposal, as stated by the applicant, is for connection to NSD. This parcel is located in the Indian Valley unincorporated island of the Novato area. Currently, the parcel has a septic system that is getting to the end of its useful life.

LAFCo has a dual annexation policy for parcels that are in unincorporated islands and not within the City/Town. However, given this parcel is not adjacent to the City of Novato and is not within its Urban Growth Boundary (UGB), at this time it does not make sense to annex this parcel into the City of Novato. LAFCo staff has already asked the applicant and they agreed to sign a document stating that in the future, should the area they live in be annexed to Novato, they will not oppose the matter.

Per California Environmental Quality Act (CEQA) Guidelines Section 15319(a), “annexations to a special district of areas containing existing private structures developed to the density allowed by the current zoning.... [where] the extension of utility services to the existing facilities would have a capacity to serve only the existing facilities” are exempt from further CEQA review. Here, the proposed annexation is that of an existing private single-family home developed to the density allowed by the current zoning, where the Novato Sanitary District has the capacity to serve the existing private single-family home, and it is thus exempt from further CEQA review.

Staff has requested comments from NSD, along with other interested agencies. We received one letter (see attachment) with an objection to this application from the City of Novato. All other comments were in support or neutral. Since receiving the Novato letter, staff has talked with staff from the City, NSD, and the applicant. Staff understands why the City needs to take the position that it did since the UGB currently would not let them issue the permit needed to dig in the City street where the NSD pipe is located to connect this parcel into the NSD system. As stated in the letter, in order to meet the UGB the parcel needs to get the permit, a current septic system has either failed or is in imminent danger of failure. This parcel does not have that yet. The current septic system was built in 1979 and these types of systems tend to have an average life span of 40 years. This system is now 41 years old so while not yet at the level, it will likely get to that in the next few years. The applicant and NSD are also now aware of this issue.

#### Administrative Office

Jason Fried, Executive Officer  
1401 Los Gatos Drive, Suite 220  
San Rafael, California 94903  
T: 415-448-5877 E: staff@marinlafco.org  
www.marinlafco.org

Damon Connolly, Regular  
County of Marin

Judy Arnold, Regular  
County of Marin

Dennis Rodoni, Alternate  
County of Marin

Sashi McEntee, Chair  
City of Mill Valley

Barbara Coler, Regular  
Town of Fairfax

James Campbell, Alternate  
City of Belvedere

Craig K. Murray, Vice Chair  
Las Gallinas Valley Sanitary

Lew Kiou, Regular  
Almonte Sanitary District

Tod Moody, Alternate  
Sanitary District #5

Larry Loder, Regular  
Public Member

Chris Skelton, Alternate  
Public Member

Staff would still recommend approving this application despite the objection of Novato. The applicant would not be able to connect to NSD until they meet City requirements to get the permit needed to do the connection. The reason staff is supporting approval at this time is since we have the application in front of us it will not cause harm to approve it. While we don't know when the current system will get to the level needed for the City to issue a permit we do know that the current system is getting to the end of its life cycle and will likely need to be replaced at some point in the future. Instead of denying the application today and then having them resubmit in the future, approval today would help to prevent having to have an Emergency OSA done while they go through the regular application process, all of which come with additional fees and costs. This process being completed while they have a failed or about to fail system could also possibly cause a health and safety issue. By agreeing to annex them now into the district, this will save the applicant time and allow for a quicker connection when the current system reaches the point where the City can issue the needed permit to finish the process. Staff has talked with both the applicant and NSD about this and both agree this is a fair process, given the UGB issue, and will not cause either of them harm.

**Staff Recommendation for Action**

1. Staff recommendation – Approve the requested annexation of 200 Pacheco Ave into NSD and approve the attached Resolution No. 20-23.
2. Alternate Option 1 – Deny the request.
3. Alternate Option 2 – Continue consideration of the item to the next regular meeting, and provide direction to staff, as needed.

Attachments:

- 1) Resolution #20-23
- 2) Application Packet
- 3) August 3, 2020 Letter from the City of Novato.

**MARIN LOCAL AGENCY FORMATION COMMISSION**

RESOLUTION 20-23

**RESOLUTION APPROVING AN ANNEXATION OF 200 PACHECO AVENUE TO THE NOVATO SANITARY DISTRICT WITH WAIVER OF NOTICE, HEARING AND ELECTION**

“Annexation of 200 Pacheco Ave (APN 146-230-79) to Novato Sanitary District (LAFCo File No.1349)”

**WHEREAS** Ian Murdock, hereinafter referred to as “Applicant,” has filed a validated landowner petition with the Marin Local Agency Formation Commission, hereinafter referred to as “Commission,” pursuant to the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000; and

**WHEREAS** the proposal seeks Commission approval to annex approximately 2 acres of unincorporated land to the Novato Sanitary District; and

**WHEREAS** the affected territory represents an entire lot developed with an existing single-family residence located at 200 Pacheco Ave and identified by the County of Marin Assessor’s Office as 146-230-79; and

**WHEREAS** the Commission’s Executive Officer has reviewed the proposal and prepared a report with recommendations; and

**WHEREAS** the Executive Officer’s report and recommendations on the proposal have been presented to the Commission in the manner provided by law; and

**WHEREAS** the Commission considered all the factors required by law under Government Code Section 56668 and 56668.3 and adopted local policies and procedures.

**NOW THEREFORE**, the Marin Local Agency Formation **DOES HEREBY RESOLVE, DETERMINE AND ORDER** as follows:

Section 1. The boundaries, as set forth in the proposal, are hereby approved as submitted and are as described and depicted in Exhibits “A” and “B” attached hereto and by this reference incorporated herein.

1. Approve the proposed annexation of 200 Pacheco Ave (APN 146-230-79), to the Novato Sanitary District (File #1349) as shown and described on Exhibits “A” and “B”.
2. Proceedings for the annexation shall not be completed until the applicant executes an agreement (Exhibit C) with the Marin Local Agency Formation Commission wherein:
  - a. The property owner agrees on behalf of himself, his heirs, successors and assigns that, in the event any future proceedings for the annexation of the property to the Town of Tiburon shall be initiated by the Town, the owner shall neither directly nor indirectly oppose or protest such annexation; and
  - b. That the owner agrees that his obligations under the agreement shall run with the property and that the property shall be held, conveyed, hypothecated, encumbered, leased, rented, used and occupied subject to the provisions of the agreement and that the obligations undertaken by the owner shall be binding on all parties having or acquiring any right, title, or interest in the property.

Section 2. The territory includes 2 acres, is found to be uninhabited, and is assigned the following distinctive short form designation: "Annexation of 200 Pacheco Ave (APN 146-230-79) to Novato Sanitary District (LAFCo File No.1349)".

Section 3. The proposal is consistent with the adopted spheres of influence of the Novato Sanitary District.

Section 4. The Executive Officer is hereby authorized to waive protest proceedings and complete reorganization proceedings.

Section 5. The Commission serves as lead agency under the California Environmental Quality Act (CEQA) in considering the impacts of the proposal. The Commission independently finds the annexation of the affected territory to the Novato Sanitary District is exempt from further CEQA review under CEQA Guidelines Section 15319(a), given that the project is the annexation of property already developed with a single family home, and thus already developed to the density allowed by the current zoning, and given that the District has the capacity to serve the home.

**PASSED AND ADOPTED** by the Marin Local Agency Formation Commission on August 13, 2020 by the following vote:

AYES: \_\_\_\_\_

NOES: \_\_\_\_\_

ABSTAIN: \_\_\_\_\_

ABSENT: \_\_\_\_\_

\_\_\_\_\_  
Sashi McEntee, Chair

ATTEST:

APPROVED AS TO FORM:

\_\_\_\_\_  
Jason Fried, Executive Officer

\_\_\_\_\_  
Malathy Subramanian, LAFCo Counsel

Attachments to Resolution No. 20-23

- a) Exhibit A – Map
- b) Exhibit B – Legal Description
- c) Exhibit C – Dual Annexation Agreement

EXHIBIT C

AGREEMENT REGARDING ANNEXATION OF REAL PROPERTY  
TO MARIN LOCAL AGENCY FORMATION COMMISSION

This agreement is made and entering into on this 13<sup>th</sup> day of August, 2020, by and between the Marin Local Agency Formation Commission, ("LAFCo" hereafter), and Ian Murdock ("Owner" hereafter) and is based upon the following facts:

- (a) Owner holds title to that certain real property ("the Property" hereafter) at APN 146-230-79 otherwise known as 200 Pacheco, Novato described in Exhibit "A" attached hereto and shown for illustrative purposes only on the attached Exhibit "B"; and
- (b) Owner desires connection to the sewer system provided by Novato Sanitary District. LAFCo recognizes that at this time, annexation to the City of Novato of this property would result in inefficient provision of services to the property, but at some point, in the future, Marin LAFCo or the City of Novato may desire annexation.

NOW, THEREFORE, IT IS HEREBY AGREED BY AND BETWEEN THE PARTIES HERETO AS FOLLOWS:

- 1. Owner agrees on behalf of himself, his heirs, successors and assigns that, in the event any future proceedings for annexation of the property to City of Novato shall be initiated by Marin LAFCo or City of Novato, Owner shall neither directly nor indirectly oppose or protest such annexation.
- 2. Owner agrees that their obligations hereunder shall run with the Property and that the Property shall be held, conveyed, hypothecated, encumbered, leased, rented, used and occupied subject to the provisions of this Agreement and that the obligations undertaken by Owner hereunder shall be binding on all parties having or acquiring any right, title, or interest in the Property.

OWNER:

By: \_\_\_\_\_  
Ian Murdock, Property Owner

MARIN LOCAL AGENCY FORMATION COMMISSION:

By: \_\_\_\_\_  
Jason Fried, Executive Officer

Attachment:

- 1. Exhibit A - Legal Description
- 2. Exhibit B - Map



**Marin Local Agency Formation Commission**  
Regional Service Planning | Subdivision of the State of California

**MARIN LAFCO**  
**PETITION FOR PROCEEDING PURSUANT TO THE CORTESE-KNOX-HERTZBERG ACT**  
**LOCAL GOVERNMENT REORGANIZATION ACT OF 2000**

The undersigned hereby petition(s) the Marin Local Agency Formation Commission for approval of a proposed change or organization or reorganization and stipulates as follows:

1. This proposal is made pursuant to Part 3, Division 3, and Title 5 of the California Government Code (commencing with Section 56000, Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000).
2. The specific change(s) of organization proposed (i.e. Annexation, Detachment, Reorganization, etc.) is/are Annexation of 200 Pacheco Avenue, Novato (APN 146-230-79)  
into Novato Sanitary District
3. The boundaries of the territory(ies) included in the proposal are as described in Exhibits "A" and "B" attached hereto and by this reference incorporated herein.
4. The territory(ies) included in the proposal is/are:  
 Inhabited (12 or more registered voters)  
 Uninhabited
5. This proposal is  or is not  consistent with the sphere(s) of influence of the affected city and/or district(s).
6. The reason(s) for the proposed Annexation (ie. Annexation, Detachment, Reorganization, etc.) is/are To provide alternative to existion septic system that is at the end of its useful life.
7. The proposal is requested to be made subject to the following terms and conditions:  
\_\_\_\_\_
8. The persons signing this petition have signed as:  
 Registered voters  
 Owners of the land

Ian Murdock  
Print Name

Signature

6-26-2020  
Date



**Marin Local Agency Formation Commission**  
 Regional Service Planning | Subdivision of the State of California

**LANDOWNERS SIGNATURES**  
 (§56700, et seq.)

We the undersigned landowners hereby request proceedings be initiated pursuant to Government Code §56000, et seq. for the change(s) of organization described on the attached Proposal Application.

Name and Address of Applicant: Ian Murdock, 200 Pacheco Ave., Novato, CA 94947

Contact Number: (707) 228-8883 Email: ianmud@gmail.com

Agent Representative (optional)  
 I/We hereby authorize \_\_\_\_\_ to act as my/our agent to process all phases of the LAFCo action relating to the parcels listed below.

Name and Address of Agent: \_\_\_\_\_

Contact Number: (\_\_\_\_) \_\_\_\_\_ Email: \_\_\_\_\_

**All** owners of each parcel **must** sign. Original signatures are required.

<u><i>Ian Murdock</i></u>	<u>6-26-2020</u>
Property Owner Signature Ian Murdock	Date
<u><i>Toni Mariott</i></u>	<u>6-26-2020</u>
Property Owner Signature Toni Mariott	Date
<u><i>Christopher Cook</i></u>	<u>06-26-2020</u>
Property Owner Signature Christopher Cook	Date
<u><i>Ian Murdock</i></u>	<u>06-26-2020</u>
Ian Murdock	Date





**Marin Local Agency Formation Commission**  
Regional Service Planning | Subdivision of the State of California

Additional Notification Approval (Optional)

I/We hereby authorize, that in addition to the application representative, the persons listed below are granted permission to receive copies of application notices, and reports.

*Jan Murdock* 6-26-2020  
Property Owner Signature *Jan Murdock*

Please provide the names, email addresses, and phone numbers of any persons who are to be furnished copies of the Agenda, Executive Officer's Report, and Notice of Hearings:

<u>Please Print Name</u>	<u>Email Address</u>	<u>Phone Number</u>
Bill Northcliff, Novato Sanitary Dist.	billn@novatosan.com	415.892.1694 Ext. 108

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**Marin Local Agency Formation Commission**  
Regional Service Planning | Subdivision of the State of California

**MARIN LAFCO**  
**APPLICATION QUESTIONNAIRE**

In accordance with requirements set forth in the California Government Code, the Commission must review specific factors in its consideration of this proposal. In order to facilitate the Commission's review, please respond to the following questions:

**I. GENERAL INFORMATION**

3. Please check the method by which this application was initiated:

- Petition (Landowner)  
 Resolution of Application (City/Town or District)

4. Does the application possess 100% written consent of each property owner in the subject territory? Yes  No

9. A. This application is being submitted for the following boundary change:

(BE SPECIFIC: For example, "annexation," "reorganization")

Annexation of 200 Pacheco Avenue, Novato (APN 146-230-79) into Novato Sanitary District

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B. The reason for the proposed action(s) being requested:

(BE SPECIFIC: For example, "Annexation to sewer district for construction of three homes")

Annexation to sewer district to provide alternative to septic system that is nearing the end of its useful life

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4. State general location of proposal:

200 Pacheco Ave, Novato, CA 95472 (APN 146-230-79)

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**Marin Local Agency Formation Commission**  
Regional Service Planning | Subdivision of the State of California

5. Is the proposal within a city's boundaries?

Yes \_\_\_ Which city? \_\_\_\_\_

No X If the proposal is adjacent to a city, provide city name: Novato

6. Is the subject territory located within an island of unincorporated territory?

Yes X No \_\_\_ If applicable, indicate city \_\_\_\_\_

7. Would this proposal create an island of unincorporated territory? Yes X No \_\_\_

If yes, please justify proposed boundary change: Property abuts the existing sanitary district boundary and since it is within 400 feet of an existing sewer line, the Health Department requires connection to sewer system in lieu of issuing a new septic permit, when possible.

8. Provide the following information regarding the area proposed for annexation:

(Attach additional if needed)

A. Assessor's Parcel Number(s)

146-230-79

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Site Address(es)

200 Pacheco Ave, Novato, CA 94947

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

B. Total number of parcels included in this application: 1

9. Total land area in acres: 2.0



**II. LAND USE AND DEVELOPMENT POTENTIAL**

1. Describe any special land use concerns:  
Existing single family home exists on parcel.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
2. Indicate current land use: (such as: number of dwellings, permits currently held, etc.)  
Existing Single Family Residence  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
3. Indicate the current zoning (either city/town or county) title and densities permitted:  
A2-B4 Agricultural Limited  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
4. Has the area been prezoned? No \_\_\_\_\_ N/A  Yes \_\_\_\_\_  
What is the prezoning classification, title and densities permitted?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
5. Describe the specific development potential of the property: (Number of units allowed in zoning)  
Site is limited to the existing single family residence. There is the potential to add an Accessory Dwelling Unit (ADU)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



**Marin Local Agency Formation Commission**  
Regional Service Planning | Subdivision of the State of California

**III. ENVIRONMENT**

1. Is the site presently zoned or, designated for, or engaged in agricultural use?

Yes X \_\_\_\_\_ No \_\_\_\_\_

If yes, explain: Zoned "Agricultural Limited." At present, the property is not being used for agricultural purposes.

2. Will the proposal result in a reduction of public or private open space?

Yes \_\_\_\_\_ No X \_\_\_\_\_

If yes, explain: \_\_\_\_\_

3. Will service extension accomplished by this proposal induce growth in:

- |                    |           |                   |           |
|--------------------|-----------|-------------------|-----------|
| A. This site?      | Yes _____ | No <u>X</u> _____ | N/A _____ |
| B. Adjacent sites? | Yes _____ | No <u>X</u> _____ | N/A _____ |
| C. Unincorporated? | Yes _____ | No <u>X</u> _____ |           |
| D. Incorporated?   | Yes _____ | No <u>X</u> _____ |           |

4. State general description of site topography: Sloped Terrain, Average slope 49%

5. Indicated Lead Agency for this project: Novato Sanitation District

6. Indicate Environmental Determination by Lead Agency: \_\_\_\_\_  
with respect to (indicate project) \_\_\_\_\_  
Dated: \_\_\_\_\_

**(COPY OF ENVIRONMENTAL DOCUMENTS MUST BE SUBMITTED WITH APPLICATION.)**

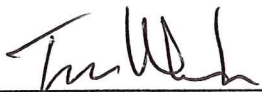


**III. INDEMNIFICATION AGREEMENT**

As part of this Application, Applicant and its successors and assigns, shall indemnify, defend and hold harmless, LAFCo, its officials, officers, employees, agents, representatives, contractors and assigns from and against any and all claims, demands, liability, judgments, damages (including consequential damages), awards, interests, attorneys' fees, costs and expenses of whatsoever kind or nature, at any time arising out of, or in any way connected with any legal challenges to or appeals associated with LAFCo's review and/or approval of the Application (collectively, "Indemnification Costs"). Applicant's obligation to indemnify, defend and hold harmless LAFCo, its officials, officers, employees, agents, representatives, contractors and assigns under this Agreement shall apply regardless of fault, to any acts or omissions, or negligent conduct, whether active or passive, on the part of the Applicant, LAFCo, its officials, officers, employees, agents, representatives, contractor or assigns. Applicant's obligation to defend LAFCo, its officials, officers, employees, agents, representatives, contractor or assigns under this Agreement shall be at Applicant's sole expense and using counsel selected or approved by LAFCo in LAFCo's sole discretion.

In the event of a lawsuit, Applicant will be notified by LAFCo within three (3) business days of being served. An invoice will be submitted to the Applicant by LAFCo for an amount between \$10,000 and \$25,000 to cover a portion of the Indemnification Costs ("Reserve"), which shall depend upon the estimated cost to resolve the matter and shall be determined in LAFCo's sole discretion. Applicant shall pay the Reserve to LAFCo within seven (7) calendar days of LAFCo's request. The Reserve shall be applied against LAFCo's final bill for the Indemnification Costs, with any unused portion to be returned to Applicant. LAFCo shall bill Applicant month for the Indemnification Costs, which shall be paid to LAFCo no later than 15 calendar days after receipt of LAFCo's bill. LAFCo may stop defending the matter, if at any time LAFCo has not received timely payment of the Reserve and/or the Indemnification Costs. This will not relieve Applicant of any of its obligations pursuant to this Agreement.

As the Applicant I hereby attest with signature,

  
\_\_\_\_\_  
Applicant Signature  
**Ian Murdock**  
\_\_\_\_\_  
Print Name

*6-26-2020*  
\_\_\_\_\_  
Date  
**Owner**  
\_\_\_\_\_  
Title



**Marin Local Agency Formation Commission**  
Regional Service Planning | Subdivision of the State of California

**PLAN FOR PROVIDING SERVICES**  
(For City/Town or District Only)

This section to be completed by a city/town or district representative for all **applications initiated by resolution or as required by Executive Officer.**

1. Enumerate and describe services to be extended to the affected territory:

- Police: \_\_\_\_\_  
Fire: \_\_\_\_\_  
Sewer: \_\_\_\_\_  
Water: \_\_\_\_\_  
Other: \_\_\_\_\_

2. Advise whether any of the affected agencies serving or expected to serve this site are current operating at or near capacity: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Describe the level and range of services: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Indicate when services can/will be extended to the affected territory: \_\_\_\_\_  
\_\_\_\_\_

5. Note any improvements or upgrading of structures, roads, sewer or water facilities, or other conditions required within the affected territory: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



**Marin Local Agency Formation Commission**  
Regional Service Planning | Subdivision of the State of California

6. Describe financial arrangements for construction and operation of services extended to the affected territory. Will the territory be subject to any special taxes, charges or fees? (If so, please specify.)

---

---

This section completed by:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Agency

\_\_\_\_\_  
Contact Email

\_\_\_\_\_  
Contact Number



## EXHIBIT A

LAFCO FILE NO. \_\_\_\_\_

### ANNEXATION TO NOVATO SANITARY DISTRICT

#### A Geographic Description:

All that certain real property, situated in Rancho San Jose, Novato, County of Marin, State of California described as follows:

Beginning at the most southerly corner of Parcel Two of that certain Parcel Map entitled "Parcel Map and Lot Line Adjustment", recorded 5 July 1978, in Book 15 of Parcel Maps, at Page 40, Marin County Records;

Thence North 43° 39' 53" West 222.40 feet to the most westerly corner of said Parcel Two, also being a point in the southerly boundary of the Novato Sanitary District;

Thence leaving said point along the northerly line, also being a southerly boundary of the Novato Sanitary District, North 46° 26' 39" East 232.02 feet to the corner of said Parcel Two;

Thence North 43° 33' 21" West 144.31 feet along the westerly line of said Parcel Two, also being the easterly boundary of the Novato Sanitary District, to the southeasterly line of Half Moon Road;

Thence along the southeasterly line of Half Moon Road, North 24° 27' 24" East 10.785 feet to the corner of said Parcel Two, also being the southeasterly boundary of the Novato Sanitary District;

Thence leaving the said line of Half Moon Road, South 43° 33' 21" East 127.52 feet to the corner of said Parcel Two;

Thence North 46° 20' 10" East 216.94 feet to the most northerly corner of said Parcel Two;

Thence South 26° 00' 00" East 97.32 feet to the most easterly corner of said Parcel Two;

Thence South 9° 00' 00" West 240.00 feet to the corner of said Parcel Two;

Thence South 44° 00' 00" West 110.00 feet to the corner of said Parcel Two;

Thence South 46° 20' 17" West 128.74 feet to the point of beginning.

Containing an area of approximately two acres.

The basis of bearings of this description is the same as that certain Parcel Map, entitled "Parcel Map and Lot Line Adjustment, Lands of Michael and Sharon Schuetz 3308-OR-258, Parcel 2, 11-PM-59, being a portion of Lot 265, Subdivision "D" of the Novato Ranch, Book 3 of Maps, at Page 42, Marin County, California", recorded 5 July 1978, in Book 15 of Parcel Maps, at Page 40, Marin County Records.

The afore-described parcel is the same as lands conveyed to Ian Murdock and Toni Sue Mariott, husband and wife as community property with right of survivorship and Christopher R. Cook and Valen Maureen Murdock, husband and wife as community property with right of survivorship, recorded 19 March 2020, in Official Records Instrument Number 2020-0011267, Marin County Records.

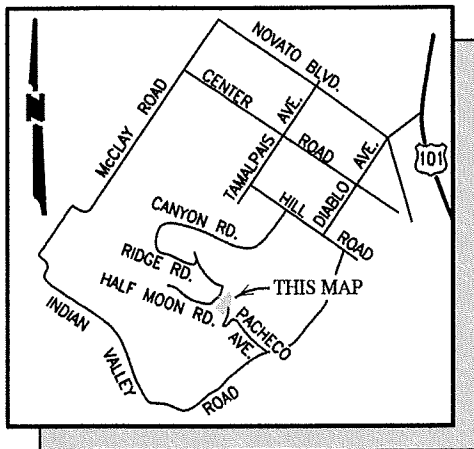


26 June 2020      Survey No. 1142

Prepared by  
Phillip A. Danskin & Associates  
Land Surveyor  
P.O. Box 1796  
Sonoma, CA 95476-1796

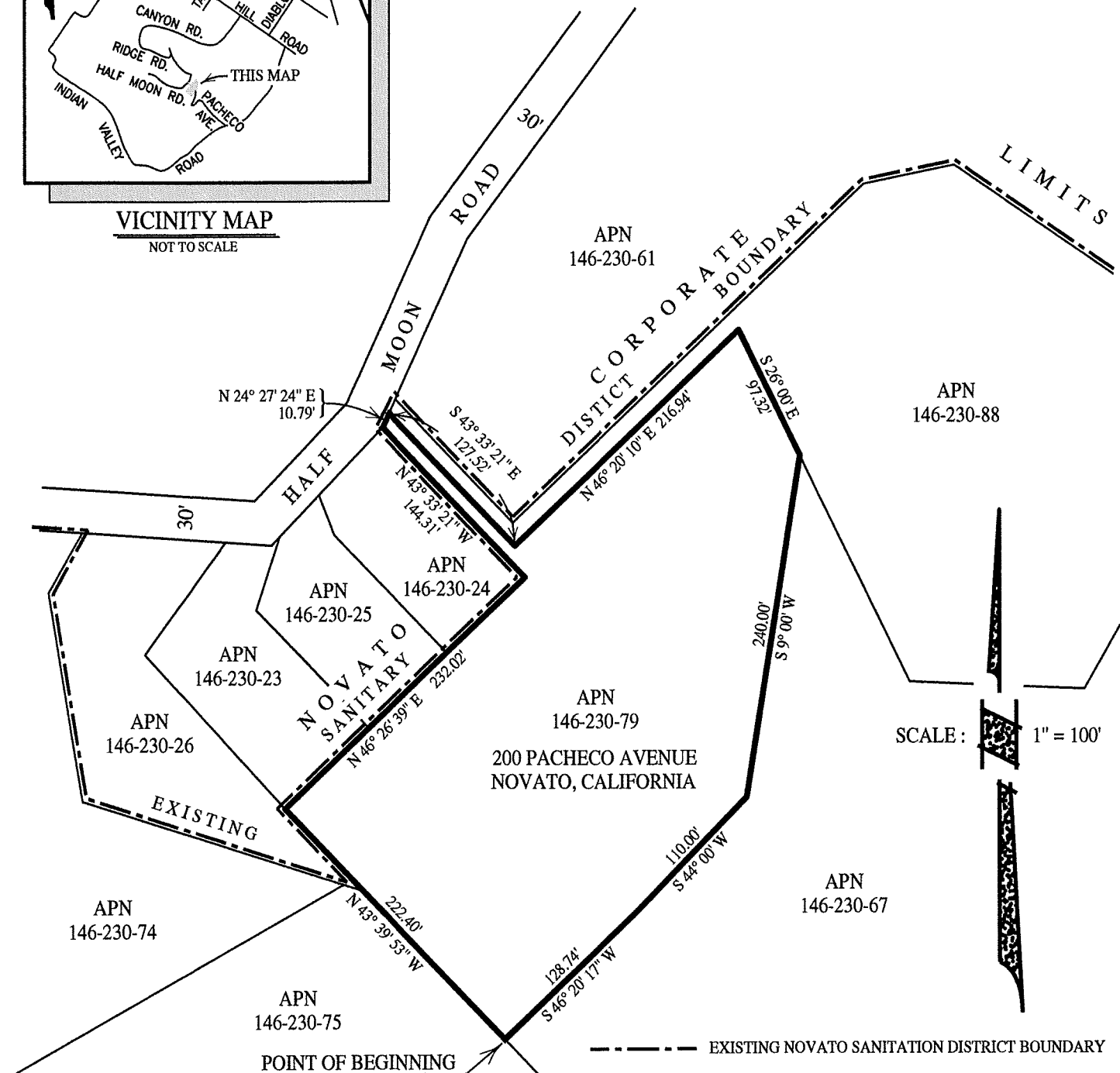


# EXHIBIT B

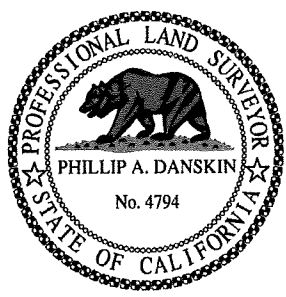
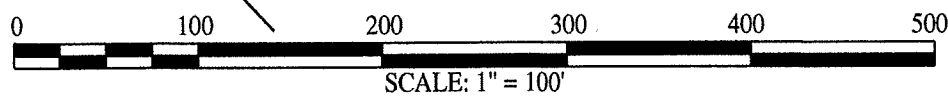


VICINITY MAP


NOT TO SCALE



SCALE: 1" = 100'



*MLD*

ASSESSOR'S PARCEL No. 146-230-79	LAFCO RESOLUTION No.	ACREAGE 2.0 ACRES	DATE 6/26/20	SCALE 1" = 100'
NOVATO ANNEXATION NO. PARCEL 2 OF 15-PM-40 MARIN COUNTY RECORDS LYING WITHIN RANCHO SAN JOSE		 <b>PHILLIP A. DANSKIN &amp; ASSOCIATES</b> LAND SURVEYOR SONOMA, CALIFORNIA PHONE : (415) 459-2558		



**CITY OF NOVATO**  
**CALIFORNIA**

922 Machin Avenue  
Novato, CA 94945  
415/899-8900  
FAX 415/899-8213  
*novato.org*

Mayor  
Denise Athas  
Mayor Pro Tem  
Pat Eklund  
Councilmembers  
Eric Lucan  
Amy Peele  
Susan Wernick

City Manager  
Adam McGill

August 3, 2020

Mr. Jason Fried  
Marin Local Agency Formation Commission  
1401 Los Gamos Drive, Suite 200  
San Rafael, CA 94903

RE: 200 Pacheco Avenue (Marin LAFCO File #1349)  
Annexation to Novato Sanitary District

Dear Mr. Fried:

The City of Novato ("City") appreciates receiving an opportunity to comment on the proposed annexation of 200 Pacheco Avenue to the Novato Sanitary District. As you are likely aware, Novato has a voter approved urban growth boundary (UGB). The policies of the UGB guide the City's response to single district annexation proposals and the extension of urban services beyond the UGB, as well as the issuance of any City permits related thereto.

Novato's current UGB ordinance was adopted by voters in 2017 with the intent of limiting urban development and services to incorporated lands. Given this intent, the UGB's policies do not support single-district annexations or the issuance of permits resulting in the extension of urban services to unincorporated lands, except under limited circumstances as noted below.

Staff understands the owner of 200 Pacheco Avenue is seeking annexation to Novato Sanitary District to obtain a sewer connection due to a septic system that is reportedly nearing the end of its lifespan. Staff was advised a replacement septic system was considered, but County of Marin regulations require a sewer connection where a sewer main is available within 400-feet of a property, such is the circumstance reported at 200 Pacheco Avenue.

Pursuant to the UGB ordinance, if City permits (e.g., encroachment permit) are required to physically connect 200 Pacheco Avenue to the sewer system, the property may seek an amendment of the UGB on the basis that abandoning the existing septic system and connecting to the sewer system is necessary to preserve public health, safety, and welfare. If a UGB amendment were approved then it would be acceptable for the City to issue permits supporting connection to the sewer system.

For reference, the City Council may amend the UGB by a four-fifths vote provided the following findings can be made:

- (a) The amendment will permit the construction or expansion of a single family residential structure and one accessory dwelling unit) on a legal conforming lot which lot existed on November 7, 2017 (Single Family Residence) and which either: (1) has an existing septic or sewer

connection which has failed or is in imminent danger of failure such that it presents a significant threat to public health, safety or welfare. Such a threat may be demonstrated by evidence of contamination clearly stated in a letter from the County Health Department or documentation by an independent civil engineer whichever is deemed appropriate by City staff; or (2) is required by applicable County laws, rules or regulations to connect to the Novato Sanitary District in order to construct or expand such Single Family Residence and the County has denied a waiver to permit a septic system; and

- (b) Such proposed construction or expansion will be consistent with the applicable General Plan, Specific Plan, Area Plan, Zoning, Design Guidelines and other applicable laws, rules and regulations; and
- (c) Further subdivision of the lot upon which the proposed or expanded single family residence is to be built is prohibited by deed restriction or other legally enforceable covenant.

The UGB amendment procedure and findings above apply where a given property is already developed with a single-family residence.

The annexation application submitted to Marin LAFCO does not indicate the existing septic system at 200 Pacheco Avenue has failed or is in imminent danger of failure or that the County of Marin has denied a waiver to permit a replacement septic system. As such, it is not clear whether the findings above can be made to amend the UGB in this instance.

At this time, the City cannot support annexation of 200 Pacheco Avenue to the Novato Sanitary District pending amendment of the UGB pursuant to the findings noted above. While the City recognizes Marin LAFCO's controlling authority over annexations, staff encourages Marin LAFCO to recognize Novato's voter-approved UGB by denying the requested single-district annexation.

If you have any questions regarding the matter above, please feel free to contact me at (415) 899-8942 or [smarshall@novato.org](mailto:smarshall@novato.org).

Sincerely,



Steve Marshall  
Planning Manager

cc: Vicki Parker, Community & Economic Development Director  
Veronica Nebb, Senior Assistant City Attorney



# Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

## AGENDA REPORT

August 13, 2020

Item No. 6 (Business Item)

**TO:** Local Agency Formation Commission

**FROM:** Jason Fried, Executive Officer

**SUBJECT:** Approval of Voting Delegates to CALAFCO, Nomination of CALAFCO Board Members, and update on other CALAFCO related matters

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### Background

With COVID 19 likely still imposing restrictions on large in person gatherings CALAFCO has decided to cancel this years annual conference that would have occurred in October. The annual conference is normally where the elections for the CALAFCO Board of Directors, annual general business meeting, and the annual awards are handed out. Given the cancelation of the conference the decision was made to hold the Board of Directors election through a mail only ballot (see attachment). The Board of Directors is still weighing options of how to hold an annual business meeting and will release details later on that. On the annual awards, the CALAFCO Board decided to skip the awards this year and plans to use this time off to rework the awards process for the future.

Right now the nomination period is open for the CALAFCO Board of Directors. Each year CALAFCO holds the elections for half of the seats to its Board of Directors. The Board is broken into 4 regions with each region having 4 seats, one representing each type of LAFCo member (County, City/Town, Special District, and Public Member), with 2 of the seats in every region up for election in any given year. Marin LAFCo is part of the Coastal Region which this cycle will be electing Board members for the County and Special District members. The Commission can nominate a candidate to serve in one of these seats (see attachment for full details). In order to be included in the nomination of candidate's packet that is sent out, the nomination must be submitted by September 22. This will be our only meeting prior to that deadline, so if the Commission wants to make a nomination, the August 13 meeting is the one chance as a group to do so. Normally nominations can also be made at the conference but since there is no conference this year all nomination must be made by September 22. When staff first got the Board election information it was forward to the LAFCo seats represented by County and Special District members as a heads up so they could think about if they wanted to run prior to this meeting.

Each LAFCo is responsible, under CALAFCo bylaws, to appoint one delegate and one alternate delegate to participate in the board elections and the business meeting. Even though there is not a conference this year CALAFCO is still asking for us to assign voting delegates to CALAFCO. The CALAFCO board elections will be conducted by sending out to the assigned delegate the ballot to vote on. If CALAFCO does not hear back from that person, they will send the ballot to the alternate. If neither responds then Marin LAFCo will

#### Administrative Office

Jason Fried, Executive Officer  
1401 Los Gatos Drive, Suite 220  
San Rafael, California 94903  
T: 415-448-5877 E: staff@marinlafco.org  
www.marinlafco.org

Damon Connolly, Regular  
County of Marin

Judy Arnold, Regular  
County of Marin

Dennis Rodoni, Alternate  
County of Marin

Sashi McEntee, Chair  
City of Mill Valley

Barbara Coler, Regular  
Town of Fairfax

James Campbell, Alternate  
City of Belvedere

Craig K. Murray, Vice Chair  
Las Gallinas Valley Sanitary

Lew Kiouss, Regular  
Almonte Sanitary District

Tod Moody, Alternate  
Sanitary District #5

Larry Loder, Regular  
Public Member

Chris Skelton, Alternate  
Public Member

not have a say in the election. For the business meeting the process has not been decided yet but I am guessing it is likely that a date and time will be picked for a video meeting where the voting delegate (or alternate) will need to attend in order to vote on matters. Based on previous LAFCo actions since 2007, LAFCo has traditionally chosen the Commission Chair to serve as the voting delegate. The alternate voting delegate has been given to another Commissioner in attendance of the conference. In past years, when fewer than two Commissioners are in attendance, the Executive Officer is made the voting delegate or alternate delegate. While there is no conference this year we still need to decide on the who will be the voting delate and alternate by the September 22<sup>nd</sup> deadline set by CALAFCO.

Staff views this matter to be a decision of the Commission so has no official recommendation on action but here is some possible action the Commission may want to take.

#### **Staff Recommendation for Action**

1. Action 1 – Nominate the voting delegate and alternate delegate to CALAFCO.
2. Action 2 – If any County or Special District Marin LAFCo Commissioner wants to be nominated for the CALAFCO Board of Directors then they should request to be nominated at the meeting and the Commission should decide if it wishes to nominate them.

#### Attachments:

- 1) Election for 2020/2021 CALAFCO Board of Directors Packet

July 7, 2020

**To:** Local Agency Formation Commission  
Members and Alternate Members

**From:** Shiva Frentzen, Committee Chair  
CALAFCO Board Election Committee  
CALAFCO Board of Directors



**RE: IMPORTANT UPDATE - Elections for 2020/2021 CALAFCO Board of Directors**

As you know, nominations are now open for the fall elections of the CALAFCO Board of Directors. Please refer to the announcement and nomination packet sent out to you on June 19, 2020 for details on which seats are open and other important information.

In that announcement we advised you that if we are unable to have an in-person annual conference due to the COVID-19 pandemic, the elections will be conducted by all mail ballot. **As the in-person annual conference has been cancelled, the 2020 Board of Directors elections will be an electronic ballot procedure.**

- ✓ We will use the timelines outlined in CALAFCO policies as detailed in the June 19 announcement with some slight modifications as provided below.
- ✓ CALAFCO still needs the name of your voting delegate. Please also provide their title and email address as the ballot will be emailed directly to your voting delegate. The voting delegate will also cast votes on behalf of your LAFCo at whatever virtual annual business meeting we may have.

Since there will be no caucus, there is no ability to nominate a candidate from the floor. All nominations must come from the nomination packets submitted and acknowledged as received by the deadline of September 22, 2020 at 5:00 p.m.

**Please inform your Commission that the CALAFCO Election Committee is accepting nominations until Tuesday, September 22, 2020 at 5:00 p.m. and that this is the only way to get your name on the ballot and be considered for election.**

The election committee and CALAFCO staff will meet virtually the morning of October 22 for purposes of tabulating the results and certifying the election. All election documents will be available for member LAFCo inspection upon request.

- **June 19** – Nomination Announcement and packet sent to LAFCo membership and posted on the CALAFCO website.
- **September 22** – Completed Nomination packet due
- **September 22** – Voting delegate name and email address due to CALAFCO
- **October 7** – Distribution of the Election Committee Report (includes all completed/submitted nomination papers)
- **October 7** – Distribution of ballots by email to voting delegate
- **October 21** – Ballots due to CALAFCO by 4:00 p.m. – **NO LATE BALLOTS WILL BE ACCEPTED**
- **October 22** – Elections tabulated by the Elections Committee and an announcement made to the membership



Please direct any questions you have about the election process to Executive Director Pamela Miller at [pmiller@calafco.org](mailto:pmiller@calafco.org) or by calling her at 916-442-6536; or to the Election Committee Chair Shiva Frentzen at [sfrentzen@calafco.org](mailto:sfrentzen@calafco.org) or by calling her at 530-621-5390.

June 19, 2020

**To:** Local Agency Formation Commission  
Members and Alternate Members

**From:** Shiva Frentzen, Committee Chair  
CALAFCO Board Election Committee  
CALAFCO Board of Directors



**RE: Nominations for 2020/2021 CALAFCO Board of Directors**

Nominations are now open for the fall elections of the CALAFCO Board of Directors. Serving on the CALAFCO Board is a unique opportunity to work with other commissioners throughout the state on legislative, fiscal and operational issues that affect us all. The Board meets four to five times each year at alternate sites around the state. Any LAFCo commissioner or alternate commissioner is eligible to run for a Board seat.

CALAFCO's Election Committee is accepting nominations for the eight (8) seats noted below on the CALAFCO Board of Directors. There are two (2) open in each region as follows:

<u>Central Region</u>	<u>Southern Region</u>	<u>Northern Region</u>	<u>Coastal Region</u>
County Member	City Member	City Member	County Member
District Member	Public Member	Public Member	District Member

The election will be conducted during Regional Caucuses at the CALAFCO Annual Conference prior to the Annual Membership Meeting on Thursday, October 22, 2020 at the Hyatt Regency in Monterey, CA. *If we are unable to have an in-person annual conference due to the COVID-19 pandemic, the elections will be conducted by all mail ballot. This means there will be no nominations from the floor as part of the usual caucus procedures.*

**Please inform your Commission that the CALAFCO Election Committee is accepting nominations for the above-cited seats until *Tuesday, September 22, 2020 at 5:00 p.m.***

Incumbents are eligible to run for another term. Nominations received by September 22 will be included in the Election Committee's Report and will be on the ballot. The Report will be distributed to LAFCo members no later than October 7, 2020 and ballots made available to Voting Delegates at the Annual Conference. Nominations received after this date will be returned; however, nominations will be permitted from the floor during the Regional Caucuses or during at-large elections, if required, at the Annual Membership Meeting.

For those member LAFCOs who cannot send a representative to the Annual Meeting an electronic ballot will be made available if requested in advance. **The ballot request must be made no later than Tuesday, September 22, 2020. Completed absentee ballots must be returned by 8:00 a.m., Monday, October 19, 2020.**

*Should your Commission nominate a candidate, the Chair of your Commission must complete the attached Nomination Form and the Candidate's Resume Form or provide the specified information in another format other than a resume. Commissions may also include a letter of recommendation or resolution in support of their nominee.*

*The nomination forms and materials must be received by the CALAFCO Executive Director no later than **Tuesday, September 22, 2020 at 5:00 p.m.*** Here is a summary of the deadlines for this year's nomination process:

- **June 23** – Nomination Announcement and packet sent to LAFCo membership and posted on the CALAFCO website.
- **September 22** – Completed Nomination packet due
- **September 22** – Request for an absentee/electronic ballot due
- **September 22** – Voting delegate name due to CALAFCO
- **October 7** – Distribution of the Election Committee Report (includes all completed/submitted nomination papers)
- **October 7** – Distribution of requested absentee/electronic ballots.
- **October 19** – Absentee ballots due to CALAFCO
- **October 22** - Elections

Returning the nomination form prior to the deadline ensures your nominee is placed on the ballot. Names will be listed in the order nominations were received should there be multiple candidates. Electronic filing of nomination forms and materials is encouraged to facilitate the recruitment process. Please send e-mails with forms and materials to [info@calafco.org](mailto:info@calafco.org). Alternatively, nomination forms and materials can be mailed or faxed to the address or fax number below. Please forward nominations to:

CALAFCO Election Committee c/o Executive Director  
California Association of Local Agency Formation Commissions  
1020 12<sup>th</sup> Street, Suite 222  
Sacramento, California 95814  
FAX: 916-442-6535  
EMAIL: [info@calafco.org](mailto:info@calafco.org)

Questions about the election process can be sent to the Chair of the Committee, Shiva Frentzen, at [sfrentzen@calafco.org](mailto:sfrentzen@calafco.org) or by calling her at 530-621-5390. You may also contact CALAFCO Executive Director Pamela Miller at [pmiller@calafco.org](mailto:pmiller@calafco.org) or by calling 916-442-6536.

Members of the 2020/2021 CALAFCO Election Committee are:

Shiva Frentzen, Chair <a href="mailto:sfrentzen@calafco.org">sfrentzen@calafco.org</a>	El Dorado LAFCo (Central Region) 530-621-5390
David Couch <a href="mailto:dcouch@cityofarcata.org">dcouch@cityofarcata.org</a>	Humboldt LAFCo (Northern Region) 530-242-1112
Jo MacKenzie <a href="mailto:jmackenzie@calafco.org">jmackenzie@calafco.org</a>	San Diego LAFCo (Southern Region) 858-614-7755
Tom Murray <a href="mailto:tmurray@calafco.org">tmurray@calafco.org</a>	San Luis Obispo LAFCo (Coastal Region) 805-781-5795

Attached please find a copy of the CALAFCO Board of Directors Nomination and Election Procedures as well as the current listing of Board Members and corresponding terms of office.

*Please consider joining us!*

Enclosures

## **Board of Directors Nomination and Election Procedures and Forms**

The procedures for nominations and election of the CALAFCO Board of Directors [Board] are designed to assure full, fair and open consideration of all candidates, provide confidential balloting for contested positions and avoid excessive demands on the time of those participating in the CALAFCO Annual Conference.

The Board nomination and election procedures shall be:

### **1. APPOINTMENT OF AN ELECTION COMMITTEE:**

- a. Following the Annual Membership Meeting the Board shall appoint an Election Committee of four members of the Board. The Election Committee shall consist of one member from each region whose term is not ending.<sup>8</sup>
- b. The Board shall appoint one of the members of the Election Committee to serve as Chairman. The CALAFCO Executive Officer shall appoint a CALAFCO staff member to serve as staff for the Election Committee in cooperation with the CALAFCO Executive Director.<sup>8</sup>
- c. Each region shall designate a regional representative to serve as staff liaison to the Election Committee.<sup>8</sup>
- d. Goals of the Committee are to provide oversight of the elections process and to encourage and solicit candidates by region who represent member LAFCoS across the spectrum of geography, size, and urban suburban and rural population if there is an open seat for which no nominations papers have been received close to the deadline.<sup>8</sup>

### **2. ANNOUNCEMENT TO ALL MEMBER LAFCoS:**

- a. No later than three months prior to the Annual Membership Meeting, the Election Committee Chair shall send an announcement to each LAFCo for distribution to each commissioner and alternate. The announcement shall include the following:<sup>8</sup>
  - i. A statement clearly indicating which offices are subject to the election.
  - ii. A regional map including LAFCoS listed by region.
  - iii. The dates by which all nominations must be received by the Election Committee. The deadline shall be no later than 30 days prior to the opening of the Annual Conference. Nominations received after the closing date shall be returned to the proposing LAFCo marked "Received too late for Elections Committee action."<sup>8</sup>
  - iv. The names of the Election Committee members with the Committee Chairman's LAFCo address and phone number, and the names and contact information for each of the regional representatives.<sup>8</sup>
  - v. The address to send the nominations forms.
  - vi. A form for a Commission to use to nominate a candidate and a candidate resume form of no more than one page each to be completed for each nominee.
- b. No later than four months before the annual membership meeting, the Election Committee Chairman shall send an announcement to the Executive Director for distribution to each member LAFCo and for publication in the newsletter and on the web site. The announcement shall include the following:<sup>8</sup>

#### **Key Timeframes for Nominations Process**

<u>Days*</u>	
90	Nomination announcement
30	Nomination deadline
14	Committee report released

*\*Days prior to annual membership meeting*

- i. A statement clearly indicating which offices are subject to the election.
  - ii. The specific date by which all nominations must be received by the Election Committee. Nominations received after the closing dates shall be returned to the proposing LAFCo marked "Received too late for Election Committee action."<sup>8</sup>
  - iii. The names of the Election Committee members with the Committee Chair's LAFCo address and phone number, and the names and contact information for each of the regional representatives.<sup>8</sup>
  - iv. Requirement that nominated individual must be a commissioner or alternate commissioner from a member in good standing within the region.
- c. A copy of these procedures shall be posted on the web site.

### **3. THE ELECTION COMMITTEE:**

- a. The Election Committee and the regional representatives have the responsibility to monitor nominations and help assure that there are adequate nominations from each region for each seat up for election. No later than two weeks prior to the Annual Conference, the Election Committee Chair shall distribute to the members the Committee Report organized by regions, including copies of all nominations and resumes, which are received prior to the end of the nomination period.<sup>8</sup>
- b. At the close of the nominations the Election Committee shall prepare regional ballots. Each region will receive a ballot specific to that region. Each region shall conduct a caucus at the Annual Conference for the purpose of electing their designated seats. Caucus elections must be held prior to the annual membership meeting at the conference. The Executive Director or assigned staff along with a member of the Election Committee shall tally ballots at each caucus and provide the Election Committee the names of the elected Board members and any open seats. In the event of a tie, the staff and Election Committee member shall immediately conduct a run-off ballot of the tied candidates.<sup>8</sup>
- c. Make available sufficient copies of the Committee Report for each Voting Delegate by the beginning of the Annual Conference.
- d. Make available blank copies of the nomination forms and resume forms to accommodate nominations from the floor at either the caucuses or the annual meeting (if an at-large election is required).
- e. Advise the Executive Director to provide "CANDIDATE" ribbons to all candidates attending the Annual Conference.<sup>8</sup>
- f. Post the candidate statements/resumes organized by region on a bulletin board near the registration desk.
- g. Regional elections shall be conducted as described in Section 4 below. The representative from the Election Committee shall serve as the Presiding Officer for the purpose of the caucus election.<sup>8</sup>
- h. Following the regional elections, in the event that there are open seats for any offices subject to the election, the Election Committee Chair shall notify the Chair of the Board of Directors that an at-large election will be required at the annual membership meeting and to provide a list of the number and category of seats requiring an at-large election.<sup>8</sup>

**4. ELECTRONIC BALLOT FOR LAFCO IN GOOD STANDING NOT ATTENDING ANNUAL MEETING<sup>6</sup>**  
Limited to the elections of the Board of Directors

- a. Any LAFCo in good standing shall have the option to request an electronic ballot if there will be no representative attending the annual meeting.
- b. LAFCOs requesting an electronic ballot shall do so in writing no later than 30 days prior to the annual meeting.
- c. The Executive Director shall distribute the electronic ballot no later than two weeks prior to the annual meeting.
- d. LAFCo must return the ballot electronically to the executive director no later than three days prior to the annual meeting.
- e. LAFCOs voting under this provision may discard their electronic ballot if a representative is able to attend the annual meeting.
- f. LAFCOs voting under this provision may only vote for the candidates nominated by the Election Committee and may not vote in any run-off elections.<sup>8</sup>

**5. AT THE TIME FOR ELECTIONS DURING THE REGIONAL CAUCUSES OR ANNUAL MEMBERSHIP MEETING:**

- a. The Election Committee Chairman, another member of the Election Committee or the Chair's designee (hereafter called the Presiding Officer) shall:<sup>8</sup>
  - i. Review the election procedure with the membership.
  - ii. Present the Election Committee Report (previously distributed).
  - iii. Call for nominations from the floor by category for those seats subject to this election:
    1. For city member.
    2. For county member.
    3. For public member.
    4. For special district member.
- b. To make a nomination from the floor, a LAFCo, which is in good standing, shall identify itself and then name the category of vacancy and individual being nominated. The nominator may make a presentation not to exceed two minutes in support of the nomination.
- c. When there are no further nominations for a category, the Presiding Officer shall close the nominations for that category.
- d. The Presiding Officer shall conduct a "Candidates Forum". Each candidate shall be given time to make a brief statement for their candidacy.
- e. The Presiding Officer shall then conduct the election:
  - i. For categories where there are the same number of candidates as vacancies, the Presiding Officer shall:
    1. Name the nominees and offices for which they are nominated.
    2. Call for a voice vote on all nominees and thereafter declare those unopposed candidates duly elected.

- ii. For categories where there are more candidates than vacancies, the Presiding Officer shall:
  1. Poll the LAFCos in good standing by written ballot.
  2. Each LAFCo in good standing may cast its vote for as many nominees as there are vacancies to be filled. The vote shall be recorded on a tally sheet.
  3. Any ballots submitted electronically for candidates included in the Election Committee Report shall be added to the tally.<sup>8</sup>
  4. With assistance from CALAFCO staff, tally the votes cast and announce the results.
- iii. Election to the Board shall occur as follows:
  1. The nominee receiving the majority<sup>6</sup> of votes cast is elected.
  2. In the case of no majority, the two nominees receiving the two highest number of votes cast shall face each other in a run-off election. Electronic ballots are not included in the tally for any run-off election(s).<sup>6</sup>
  3. In case of tie votes<sup>6</sup>:
    - a. A second run-off election shall be held with the same two nominees.
    - b. If there remains a tie after the second run-off, the winner shall be determined by a draw of lots.
  4. In the case of two vacancies, any candidate receiving a majority of votes cast is elected.<sup>6</sup>
    - a. In the case of no majority for either vacancy, the three nominees receiving the three highest number of votes cast shall face each other in a run-off election.
    - b. In the case of no majority for one vacancy, the two nominees receiving the second and third highest number of votes cast shall face each other in a run-off election.
    - c. In the event of a tie, a second run-off election shall be held with the tied nominees. If there remains a tie after the second run-off election the winner shall be determined by a draw of lots.

## **6. ADDITIONAL PROCEDURES**

- a. For categories where there are more candidates than vacancies, names will be listed in the order nominated.
- b. The Election Committee Chair shall announce and introduce all Board Members elected at the Regional Caucuses at the annual business meeting.<sup>8</sup>
- c. In the event that Board seats remain unfilled after a Regional Caucus, an election will be held immediately at the annual business meeting to fill the position at-large. Nominations will be taken from the floor and the election process will follow the procedures described in Section 4 above. Any commissioner or alternate from a member LAFCo may be nominated for at-large seats.
- d. Seats elected at-large become subject to regional election at the expiration of the term. Only representatives from the region may be nominated for the seat.
- e. As required by the Bylaws, the members of the Board shall meet as soon as possible after

election of new board members for the purpose of electing officers, determining meeting places and times for the coming year, and conducting any other necessary business.

## 7. LOSS OF ELECTION IN HOME LAFCo

Board Members and candidates who lose elections in their home office shall notify the Executive Director within 15 days of the certification of the election.

## 8. FILLING BOARD VACANCIES

Vacancies on the Board of Directors may be filled by appointment by the Board for the balance of the unexpired term. Appointees must be from the same category as the vacancy, and should be from the same region.

*These policies and procedures were adopted by the CALAFCO Board of Directors on 12 January 2007 and amended on 9 November 2007<sup>1</sup>, 8 February 2008<sup>2</sup>, 13 February 2009<sup>3</sup>, 12 February 2010<sup>4</sup>, 18 February 2011<sup>5</sup>, 29 April 2011<sup>6</sup>, 11 July 2014<sup>7</sup>, and 27 October 2017<sup>8</sup>. They supersede all previous versions of the policies.*

# CALAFCO Regions

## FOUR REGIONS





The counties in each of the four regions consist of the following:

**Northern Region**

Butte  
Colusa  
Del Norte  
Glenn  
Humboldt  
Lake  
Lassen  
Mendocino  
Modoc  
Nevada  
Plumas  
Shasta  
Sierra  
Siskiyou  
Sutter  
Tehama  
Trinity  
Yuba

**CONTACT:** Steve Lucas  
Butte LAFCo  
slucas@buttecounty.net

**Southern Region**

Orange  
Los Angeles  
Imperial  
Riverside  
San Bernardino  
San Diego

**CONTACT:** Gary Thompson  
Riverside LAFCo  
gthompson@lafco.org

**Coastal Region**

Alameda  
Contra Costa  
Marin  
Monterey  
Napa  
San Benito  
San Francisco  
San Luis Obispo  
San Mateo  
Santa Barbara  
Santa Clara  
Santa Cruz  
Solano  
Sonoma  
Ventura

**CONTACT:** Martha Poyatos  
San Mateo LAFCo  
mpoyatos@smcgov.org

**Central Region**

Alpine  
Amador  
Calaveras  
El Dorado  
Fresno  
Inyo  
Kern  
Kings  
Madera  
Mariposa  
Merced  
Mono  
Placer  
Sacramento  
San Joaquin  
Stanislaus  
Tulare  
Tuolumne  
Yolo

**CONTACT:** Christine Crawford, Yolo LAFCo  
christine.crawford@yolocounty.org

**Board of Directors  
2020/2021 Nominations Form**

***Nomination to the CALAFCO Board of Directors***

In accordance with the Nominations and Election Procedures of CALAFCO,

\_\_\_\_\_ LAFCo of the \_\_\_\_\_ Region

Nominates \_\_\_\_\_

for the (check one)     City         County         Special District         Public

Position on the CALAFCO Board of Directors to be filled by election at the next Annual  
Membership Meeting of the Association.

\_\_\_\_\_ LAFCo Chair

\_\_\_\_\_ Date

**NOTICE OF DEADLINE**

Nominations must be received by **September 22, 2020**  
at 5:00 p.m. to be considered by the Election Committee.  
Send completed nominations to:  
CALAFCO Election Committee  
CALAFCO  
1020 12<sup>th</sup> Street, Suite 222  
Sacramento, CA 95814



**Board of Directors  
2020/2021 Candidate Resume Form**

Nominated By: \_\_\_\_\_ LAFCo Date: \_\_\_\_\_

Region (please check one):  Northern  Coastal  Central  Southern

Category (please check one):  City  County  Special District  Public

Candidate Name \_\_\_\_\_

Address \_\_\_\_\_

Phone Office \_\_\_\_\_ Mobile \_\_\_\_\_

e-mail \_\_\_\_\_

Personal and Professional Background:

LAFCo Experience:

CALAFCO or State-level Experience:

Availability:

Other Related Activities and Comments:

**NOTICE OF DEADLINE**

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at 5:00 p.m. to be considered by the Election Committee.  
Send completed nominations to:  
CALAFCO Election Committee  
CALAFCO  
1020 12<sup>th</sup> Street, Suite 222  
Sacramento, CA 95814



# Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

## AGENDA REPORT

August 13, 2020

Executive Officer Report – Section A

**TO:** Local Agency Formation Commission

**FROM:** Jason Fried, Executive Officer

**SUBJECT:** Budget Update for FY 2019-2020 and FY 2020-2021

---

### Background

This budget report covers two different fiscal years, FY 19-20 and FY 20-21.

Marin Local Agency Formation Commission (LAFCo) adopted a budget for FY 2019-2020 totaling \$647,927.78. This budget includes unspent funds from last FY in order to pay for the completion of the work in the current FY. From July 1, 2019, through June 31, 2020, LAFCo has spent \$533,451.94. There is still some items that need to be closed out so this is not the final amount spent for FY 19-20.

LAFCo adopted a budget for FY 2020-2021 totaling \$566,577.88. From July 1, 2020, through July 31, 2020, LAFCo has spent \$68,216.36. This report covers 1 month, which is about 8% of the year. We have already spent 12% of our budget this year. This overrun is due mainly to two main line items: Membership and Dues (30) and General Insurance (15). Both of these lines items consist of bills that get paid at the beginning of the fiscal year so will not go up much for the rest of the year. In addition, we upgraded Jeren to a new computer to better handle the GIS system he now uses so line item Office Equipment Purchase (40) has a higher percent of year cost due to this. We do not have any agency contributions reported yet as they got the invoices in June and the County has yet to post in MUNIS those that have already paid. This should happen in the mid-August time frame.

One final item you will notice is that with the start of the fiscal year, most of our budget line items now have a two-digit code rather than the old seven-digit code. All these items represent items that are not received from the Marin County MUNIS system. The items that remain seven-digit are items that Alyssa, our bookkeeper, needed to keep that way for easier transfer of items out of MUNIS and into Quickbooks.

#### Attachment:

- 1) FY 2019-2020 and FY 2020-2021 Budget Reports as of 8/05/2020

#### Administrative Office

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Judy Arnold, Regular  
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Dennis Rodoni, Alternate  
County of Marin

Sashi McEntee, Chair  
City of Mill Valley

Barbara Coler, Regular  
Town of Fairfax

James Campbell, Alternate  
City of Belvedere

Craig K. Murray, Vice Chair  
Las Gallinas Valley Sanitary

Lew Kiou, Regular  
Almonte Sanitary District

Tod Moody, Alternate  
Sanitary District #5

Larry Loder, Regular  
Public Member

Chris Skelton, Alternate  
Public Member

## Marin Local Agency Formation Commission

## 2019/20 BUDGET REPORT

08/05/20

July 2019 through June 2020

Accrual Basis

	Jul '19 - Jun 20	Budget	\$ Over Budget	% of B...
<b>Income</b>				
4410125 · Interest Earnings	8,065.76	5,000.00	3,065.76	161.3%
4700000 · Prior Year Carryover	6,889.61	83,405.27	-76,515.66	8.3%
4710510 · Agency Contributions	559,522.53	559,522.51	0.02	100.0%
<b>Total Income</b>	<b>574,477.90</b>	<b>647,927.78</b>	<b>-73,449.88</b>	<b>88.7%</b>
<b>Expense</b>				
05 · Commissioner Per Diems	9,000.00	13,500.00	-4,500.00	66.7%
10 · Conferences	2,801.39	4,000.00	-1,198.61	70.0%
15 · General Insurance	6,391.28	4,000.00	2,391.28	159.8%
20 · IT & Communications Services	16,613.34	14,000.00	2,613.34	118.7%
25 · Legal Services	32,151.25	35,000.00	-2,848.75	91.9%
30 · Memberships & Dues	13,982.00	15,000.00	-1,018.00	93.2%
35 · Misc Services	878.34	2,000.00	-1,121.66	43.9%
40 · Office Equipment Purchases	0.00	4,500.00	-4,500.00	0.0%
45 · Office Lease/Rent	32,652.95	32,652.95	0.00	100.0%
50 · Office Supplies & Postage	3,875.02	4,000.00	-124.98	96.9%
55 · Professional Services	56,311.67	70,000.00	-13,688.33	80.4%
60 · Publications/Notices	542.04	3,500.00	-2,957.96	15.5%
65 · Rent - Storage	572.46	500.00	72.46	114.5%
70 · Training	0.00	1,700.00	-1,700.00	0.0%
75 · Travel - Mileage	1,545.96	4,000.00	-2,454.04	38.6%
<b>8-51110 · Salary and Benefit Costs</b>				
5110109 · Salaries	278,061.53	305,553.00	-27,491.47	91.0%
5130120 · County of Marin - Group Health	28,404.80	61,110.60	-32,705.80	46.5%
5130500 · MCERA / Pension	48,778.03	56,911.23	-8,133.20	85.7%
5130525 · Retiree Health	449.02	16,000.00	-15,550.98	2.8%
5140115 · Workers Compensation	-723.39			
5140145 · Unemployment Insurance	1,164.25			
<b>Total 8-51110 · Salary and Benefit Costs</b>	<b>356,134.24</b>	<b>439,574.83</b>	<b>-83,440.59</b>	<b>81.0%</b>
<b>Total Expense</b>	<b>533,451.94</b>	<b>647,927.78</b>	<b>-114,475.84</b>	<b>82.3%</b>
<b>Net Income</b>	<b>41,025.96</b>	<b>0.00</b>	<b>41,025.96</b>	<b>100.0%</b>

2:11 PM

08/05/20

Accrual Basis

**Marin Local Agency Formation Commission**  
**20/21 BUDGET REPORT**  
 July 2020 through June 2021

	Jul '20 - Jun 21	Budget	\$ Over Budget	% of B...
<b>Income</b>				
4700000 · Prior Year Carryover	2,982.49	63,007.60	-60,025.11	4.7%
4710510 · Agency Contributions	0.00	503,570.28	-503,570.28	0.0%
<b>Total Income</b>	2,982.49	566,577.88	-563,595.39	0.5%
<b>Expense</b>				
05 · Commissioner Per Diems	0.00	10,000.00	-10,000.00	0.0%
10 · Conferences	0.00	5,000.00	-5,000.00	0.0%
15 · General Insurance	7,214.02	8,000.00	-785.98	90.2%
20 · IT & Communications Services	1,117.27	16,000.00	-14,882.73	7.0%
25 · Legal Services	3,370.80	45,000.00	-41,629.20	7.5%
30 · Memberships & Dues	11,660.00	13,000.00	-1,340.00	89.7%
35 · Misc Services	144.00	2,000.00	-1,856.00	7.2%
40 · Office Equipment Purchases	1,992.48	4,139.00	-2,146.52	48.1%
45 · Office Lease/Rent	5,584.70	33,588.88	-28,004.18	16.6%
50 · Office Supplies & Postage	50.29	4,000.00	-3,949.71	1.3%
55 · Professional Services	3,747.50	20,000.00	-16,252.50	18.7%
60 · Publications/Notices	200.00	3,000.00	-2,800.00	6.7%
65 · Rent - Storage	40.00	650.00	-610.00	6.2%
70 · Training	0.00	1,700.00	-1,700.00	0.0%
75 · Travel - Mileage	0.00	3,500.00	-3,500.00	0.0%
8-51110 · Salary and Benefit Costs				
5110109 · Salaries	28,024.85	307,000.00	-278,975.15	9.1%
5130120 · County of Marin - Group Health	1,901.99	45,000.00	-43,098.01	4.2%
5130500 · MCERA / Pension	3,168.46	39,000.00	-35,831.54	8.1%
5130525 · Retiree Health	0.00	6,000.00	-6,000.00	0.0%
<b>Total 8-51110 · Salary and Benefit Costs</b>	33,095.30	397,000.00	-363,904.70	8.3%
<b>Total Expense</b>	68,216.36	566,577.88	-498,361.52	12.0%
<b>Net Income</b>	-65,233.87	0.00	-65,233.87	100.0%





# Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

## AGENDA REPORT

August 13, 2020

Executive Officer Report – Section B

**TO:** Local Agency Formation Commission

**FROM:** Jason Fried, Executive Officer

**SUBJECT:** Current and Pending Proposals

---

### Background

The Commission is invited to discuss the item and provide direction to staff on any related matter as needed for future discussion and/or action. As is custom at the start of a new fiscal year all the completed items that due not have conidations waiting to be meet have been removed from the attached list. Two items do remain, LAFCo File 1328 and 1341 as a reminder for staff to check in on them as work still needs to be done before they are filed as completed.

On today's agenda, File #1349 is being discussed as a separate item. Updates on this item can be found as part of item #6 in the agenda packet.

LAFCo currently has no other application pending in front of it.

#### Attachment:

- 1) Chart of Current and Pending Proposals

#### Administrative Office

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1401 Los Gamos Drive, Suite 220  
San Rafael, California 94903  
T: 415-448-5877 E: staff@marinlafco.org  
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Sanitary District #5

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Public Member

Chris Skelton, Alternate  
Public Member

Current and Pending Proposals

LAFCo File #	Status	Proposal	Description	Government Agency	Latest Update
1349	Waiting approval	Annexation of 200 Pacheco Ave	Landowner (Ian Murdock) requesting annexation approval of 200 Pacheco Ave (146-230-79) in the unincorporated island community of Indian Valley to the Novato Sanitation District. The affected territory is approximately 2 acres in size and currently has a single family home with an old septic system.	Novato Sanitary District	On today's agenda
1346	Approved by Commission and Awaiting Completion of Terms	Annexation of 4576 Paradise Drive	Sierra Pines Group LLC ("applicant") requesting approval to annex one lot totaling 9.575 acres to the Town of Tiburon. The affected territory is near the Town of Tiburon with a situs address of 4576 Paradise Drive (038-142-02.)	Town of Tiburon	Terms must be completed by 12/12/20
1341	Emergency OSA and Future Application	Emergency OSA and awaiting application to annex into San Rafael Sanitation District	32 Fairway Dr, San Rafael, had a failed septic tank which they reported to Marin County Environmental Health Services Division and needs an OSA to connect into SRSD. The applicant also plans to annex permanently into SRSD but first needs to get all needed materials, such as legal description and legal maps produced. They should be submitting application in the near future.	San Rafael Sanitation District	On 3/28/19 SRSD informed LAFCo the basic plans had been approved for OSA.
	Possible Future Item	San Quentin Village Sewer Maintenance District consolidation with Ross Valley Sanitary District	Based on past action of Marin LAFCo, discussion of possible consolidation between SQVSMD with RVSD has been deemed as seemingly in the best interest of the community of San Quentin Village customers.	SQVSMD and RVSD	Staff is currently reviewing outstanding issues with the staffs from both SQVSMD and RVSD.

Current and Pending Proposals

LAFCo File #	Status	Proposal	Description	Government Agency	Latest Update
1328	Deemed Terminated	Annexation of 255 Margarita Drive	Landowner (Paul Thompson) requesting annexation approval of 255 Margarita Drive (016-011-29) in the unincorporated island community of Country Club to the San Rafael Sanitation District. The affected territory is approximately 1.1 acres in size and currently developed with a single-family residence. It has also established service with the SRSD as part of a LAFCo approved outside service extension due to evidence of a failing septic system. The outside service extension was conditioned – among other items – on the applicant applying to LAFCo to annex the affected territory to the San Rafael Sanitation District as a permanent means to public wastewater service. The application remains incomplete at this time and awaits consent determination by SRSD.	San Rafael Sanitation District	Application is now deemed terminated and staff is working to get SRSD to disconnect or get the applicant to resubmit application.