



Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

NOTICE OF REGULAR MEETING AND AGENDA

Marin Local Agency Formation Commission

Thursday, April 8, 2021 ▪ 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. 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 CLERK

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 February 11, 2021, Regular Meeting
2. Commission Ratification of Payments from February 1, 2021, to March 31, 2021

PUBLIC HEARING

3. Approval of Resolution 21-04, Annexation of 1499 Lucas Valley Road (APN 65-010-89) to Marin Municipal Water District (LAFCo File #1353)
4. Interview for LAFCo Alternate Public Member Seat and Possible Appointment
5. Approval of Final Draft Novato Area Supplemental Municipal Service Review for Novato Area Flood Zone 1
6. Presentation of the Twin Cities Region Municipal Service Review Public Draft [Information Only]
7. Adoption of Proposed Operating Draft Budget for Fiscal Year 21-22

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.

8. Approval of Auditor for FY 2019-2020 Audit Report
9. Review and Approval of Workplan for Fiscal Year 2020-2021
10. Retiring of Commissioner Chris Skelton

EXECUTIVE OFFICER REPORT (verbal report only)

- a) Budget Update FY 2020-2021
- b) Current and Pending Proposals
- c) Working group updates (Verbal Report)
- d) Update on Workshop (Verbal Report)
- e) Special Districts Election to LAFCo Seats [Verbal Report Only]

ADJOURN TO CLOSED SESSION

The Commission will adjourn to closed session regarding the following items:

- a. Public Employee Performance Evaluation
Pursuant to Government Code Section 54957
Title: Executive Officer

- b. Conference with Labor Negotiators
Pursuant to Government Code Section 54957.6
Agency Designated Representative: Chair McEntee and Commissioner Connolly
Unrepresented Employee: Executive Officer

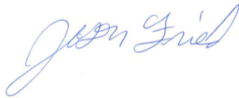
RETURN TO OPEN SESSION

The Chair or designee will report out of closed session.

COMMISSIONER ANNOUNCEMENTS AND REQUESTS

ADJOURNMENT TO NEXT MEETING

June 10, 2021 | 7:00 P.M.



Attest: Jason Fried
Executive Officer

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
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Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

AGENDA REPORT

April 8, 2021

Item No. 1 (Consent Item)

TO: Local Agency Formation Commission

FROM: Olivia Gingold, Clerk/Junior Analyst

SUBJECT: Approval of Minutes for February 11, 2021, Regular Meeting

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

Staff Recommendation for Action

1. Staff recommendation – Approve the draft minutes prepared for the February 11, 2021 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 February 11, 2021



Marin Local Agency Formation Commission
Regional Service Planning | Subdivision of the State of California

DRAFT

NOTICE OF REGULAR MEETING MINUTES

Marin Local Agency Formation Commission

Thursday, February 11, 2021

CALL TO ORDER

Chairman McEntee called the meeting to order at 7:04 P.M.

ROLL CALL BY COMMISSION CLERK

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

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

Alternate Commissioners Present: Tod Moody
James Campbell
Chris Skelton

Marin LAFCo Staff Present: Jason Fried, Executive Officer
Jeren Seibel, Policy Analyst
Olivia Gingold, Clerk/Junior Analyst

Marin LAFCo Counsel Present: Mala Subramanian

Alternate Member Absent: Dennis Rodoni

AGENDA REVIEW

Approved: M/S by Commissioners Arnold and Coler to accept the agenda as is.
Ayes: Commissioners McEntee, Murray, Connolly, Arnold, Coler, Kious, and Loder
Nays: None
Abstain: None
Absent: Arnold
Motion approved unanimously.

PUBLIC OPEN TIME

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

CONSENT CALENDAR ITEMS

1. Approval of Minutes for December 10, 2020, Regular Meeting
2. Commission Ratification of Payments from December 1, 2020, to January 31, 2021
3. Approval of April 1, 2021 Meeting Date

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

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

Nays: None

Abstain: None

Motion approved unanimously.

PUBLIC HEARING ITEMS

4. Approval of Resolution 21-01, Annexation of 2000 Point San Pedro Road to San Rafael Sanitary District (LAFCo File #1352)

Clerk/Jr. Analyst noted that this was a fairly straightforward application. The application was received in November 2020 for a parcel that is not developed but is zoned for Single-Family construction. This construction is why the applicant needs to connect to the Sanitary District. All Agency Reviews received were positive or neutral.

The applicant noted that there was frontage so connection would not be difficult, and EO Fried confirmed the parcel was in San Rafael Sanitary District's SOI.

Approved: M/S by Commissioners Coler and Murray to approve the annexation of 2000 Point San Pedro Road to SRSD and approve the attached resolution.

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

Nays: None

Abstain: None

Motion approved unanimously.

5. Approval of Resolution 21-02 to Dissolve County Service Area 23, Pursuant to Government Code Section 56879 (LAFCo File #1350)

Executive Officer noted this item was a carryover from the last meeting. CSA 23 is no longer functioning; it was used to purchase land. Everything has been paid off, it does not own any assets because land has been transferred to the County, and this process is just the second part in a 2-step process to officially dissolve the CSA, the first part was approved at the December meeting.

No public comment was made for this item.

Approved: M/S by Commissioners Coler and Kious to approve the resolution to approve the dissolution of CSA 23.

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

Nays: None

Abstain: None

Motion approved unanimously.

6. Approval of Resolution 21-03 to Dissolve County Service Area 25, Pursuant to Government Code Section 56879 (LAFCo File #1351)

Executive Officer noted this item was a repeat of previous item.

Prior to the meeting, one phone call was received; a general public member was concerned that LAFCo was getting rid of the Open Space District. Once EO Fried clarified that the CSA was separate the member of the public had no issues with the dissolution.

Approved: M/S by Commissioners Murray and Arnold to approve the resolution to approve the dissolution of CSA 25.

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

Nays: None

Abstain: None

Motion approved unanimously.

7. Presentation of the Novato Region Supplement MSR for Marin County Flood Control and Water Conservation District Zone 1 Public Draft [Information Only]

Clerk/Jr. Analyst Gingold introduced the MSR, showing the Commissioners a map of the Flood Zone and giving background information on when the Zone was started, how large it is, what its infrastructure includes, and how it is funded. She then listed the determinations requiring additional efforts moving forward, touching on funding issues for the zone, increased need for cooperation between the Zone and other entities within its boundaries, and a need for a map of

infrastructure in the area. She also noted that the report had been presented to the Flood Zone Advisory Board at their meeting.

Chairman McEntee wanted to know how managing the Flood Control Districts in this separate go was panning out, and if any comparison was happening. EO Fried confirmed that there has been comparison, and that at one point it was noticed that the budgets for the flood zones were all different, but have since been streamlined based on LAFCo recommendation.

Commissioner Coler noted that there needs to be a lot more money for Capital replacements and wanted to know if there could be more clarity on what type of capital/what needs to be replaced. She noted that it appears to be major pumps that are aging and if that could be discussed in more detail, that might also help them in the future when it comes to raising money. She also noted that she was not sure if LAFCo could make suggestions on how to raise the benefit assessment of the Flood Zone. Could the discussion of the range of costs needed and the equipment needing replacement be helpful? Commissioner Coler also warned against relying on grants for revenue, and commented that James Grossi's name needed to be fixed in the table.

Vice-Chair Murray noted that this is a problematic area for Marin, and that there was some funding available for Marin but that ANEPA and design/being shovel ready is necessary. He highlighted the intensity of grant competition. Vice-Chair Murray noted that infrastructure does need a deeper dive as well.

Commissioner Skelton wanted to know when the last MSR for FZ1 was and whether or not there was any information in the prior report that could be incorporated as a reflection of where they were, what they accomplished, and where they can grow. He also commented that grant funding is not a reliable source of revenue and does not know if it is LAFCo's responsibility to help a district market their benefit assessment, but believes that the incremental rise in costs to fund the Flood Zone could lead to a larger reduction in insurance costs.

Commissioner Arnold noted that in 2017 the Flood Zone went for a property tax, but it lost because the leader of the campaign unexpectedly passed away and there was no one else to take the helm. Novato is working on coming back, although COVID has impacted this, but the City and County are aware that this area needs more funding, particularly because of the severity of its flooding.

Chairman McEntee wanted to know where LAFCo's role is in pursuing further the issue, what is the impact of someone being financially unstable. EO Fried believes that we can only identify the problem, but it is up to a City or District to figure out how to fix it. EO Fried noted that the parcel

tax in 2017 was proposed at \$47 and inflationary, the parcel tax should be at \$25 or \$26 so it is also possible the Zone just went for more money than was viable. EO Fried also made a comment about the necessity of an inventory of infrastructure in the Zone.

Chairman McEntee opened the public hearing. Hearing no public comment, she closed the public hearing.

Commissioner Coler commented that to the trained eye it looks like a red flag in the report but it may not be as obvious to others that there is an issue here. Chairman McEntee agreed with that and EO Fried replied that Staff will make the red flag more obvious.

Approved: M/S by Commissioners Arnold and Kious to continue the item to the next meeting.

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

Nays: None

Abstain: None

Motion approved unanimously.

BUSINESS ITEMS

8. Approval of COBRA Payment Agreement with the County

EO Fried reminded the Commission that the County has been slowly moving LAFCo out of their processes, most recently COBRA benefits has been included as part of this transition. EO Fried noted that the County came up with a program where, for \$0.37 per month per employee, an outside vendor will take care of COBRA on LAFCo's behalf. For a three-employee operation this is \$1.11 a month. A 5-year contract with Connect Your Care (CYC) was created to supply COBRA to LAFCo.

Vice-Chair Murray asked if other vendors had been offered, EO Fried noted that at \$1.11 a month there was not much value to looking for a different vendor. Vice-Chair Murray wanted to know what LAFCo would do if the County switched vendors and EO Fried noted that LAFCo will likely just follow the County.

Approved: M/S by Commissioners Coler and Arnold to approve the edits to the Policy Handbook.

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

Nays: None

Abstain: None

Motion approved unanimously.

9. Accept and File Fiscal Year 2018-2019 Audit Along with Discussion and Possible Action for Future LAFCo Audits

EO Fried mentioned there was 2 parts to this item. The first is reviewing and approving the FY 18-19 Audit. EO Fried noted that he is happy with this Audit, and that at this point only 1 item is not yet resolved, and the item is a carryover from previous years.

The second part is that there is a State law that will not allow a government agency to use the same auditor for 6 years in a row, and the FY 18-19 audit is the 6th year in a row from the same auditor who works for R.J. Riccardi and Associates. LAFCo can either have the next audit done by another partner at R.J. Riccardi and Associates or look to find the most affordable vendor for the FY 19-20 audit, which is the EO's recommendation.

Chairman McEntee opened public comment, hearing no public comment she closed public comment and brought it back to the commission.

Approved: M/S by Commissioners Kious and Murray to accept the FY 18-19 audit and approve the EO's request to do a search for the most cost friendly auditor.

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

Nays: None

Abstain: None

Motion approved unanimously.

EXECUTIVE OFFICER REPORT (discussion and possible action)

a) Budget Update FY 2020-2021

There was an error in the salary line items, one payroll was entered twice into Quickbooks so the number for salary is high in the report. This has been corrected. LAFCo is well under budget in overall spending.

b) Current and Pending Proposals

LAFCo received one application from MMWD, and hopefully close to receiving an official application from an OSA in unincorporated San Rafael.

c) Update on Workshop [Verbal Report Only]

LAFCo decided to pursue a workshop forum, rather than a joint meeting, to have a discussion about shared services, what it takes to do it, and answer the question of how feasible is it to share services. The plan is to have 2 panels workshop in April. Chairman McEntee added some comments as well.

d) LAFCo Working Group updates (Verbal Report)

EO Fried gave an update on working groups as well. There had been delays to working groups because of COVID. EO Fried highlighted his work with the Marinwood Fire, San Quentin Sewer District working groups, and Ross Valley Area Fire Services. There was a small discussion between EO Fried and Commissioner Coler about the 2 fire working groups: Marinwood and Ross Valley

e) 2021 Committee Assignment

EO Fried announced Chairman McEntee's committee assignments and made some comments to each Committee on what to expect with workload.

EO Fried also reminded the Commission about Form 700s and AB 1234s. He also warned that the April meeting would be long and that the Alternate Public Seat was up for selection.

Chairman McEntee opened Public Comment on the EO Report. Seeing none, she closed public comment.

CLOSED SESSION

The Commission moved to the closed session.

The Commission returned from closed session and Legal Counsel Subramanian reported that there was no reportable action from Closed Session.

COMMISSIONER ANNOUNCEMENTS AND REQUESTS

Chairman McEntee asked for announcements and requests. Seeing none, the Chairman called for an adjournment.

Chairman McEntee adjourned the meeting at 8:52 P.M.

ADJOURNMENT TO NEXT MEETING

Thursday, April 8th, 2021

Zoom

Attest: Olivia Gingold
Clerk/Junior Analyst

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[Marin LAFCo](#)

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Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

AGENDA REPORT

April 8, 2021

Item No. 2 (Consent Item)

TO: Local Agency Formation Commission

FROM: Jason Fried, Executive Officer

SUBJECT: Commission Ratification of Payments from February 1, 2021, to March 31, 2021

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 February 1, 2021, and March 31, 2021, totaling \$69,882.37. The payments are detailed in the attachment.

Staff Recommendation for Action

1. Staff Recommendation - Ratify the payments made by the Executive Officer between February 1, 2021, and March 31, 2021, 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 February 1, 2021, to March 31, 2021

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 Kious, 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
 February through March 2021

03/29/21

Accrual Basis

Type	Date	Num	Memo	Account	Amount	Balance
A and P Moving, Inc.						
Check	02/10/2021	20523	Invoice # 405...	65 · Rent - Storage	40.00	40.00
Check	03/22/2021	20553	Invoice # 405...	65 · Rent - Storage	61.50	101.50
Total A and P Moving, Inc.					101.50	101.50
ALHAMBRA & SIERRA SPRINGS						
Check	02/10/2021	20528	Invoice # 159...	50 · Office Supplies ...	53.15	53.15
Total ALHAMBRA & SIERRA SPRINGS					53.15	53.15
ARNOLD, JUDY						
Check	02/17/2021	20534	Feb 2021 Co...	05 · Commissioner ...	125.00	125.00
Total ARNOLD, JUDY					125.00	125.00
BANK OF MARIN CC						
Check	03/16/2021	eft	water	50 · Office Supplies ...	60.25	60.25
Check	03/16/2021	eft	marin ij	30 · Memberships &...	9.95	70.20
Check	03/16/2021	eft	adobe	30 · Memberships &...	65.96	136.16
Check	03/16/2021	eft	streamline	30 · Memberships &...	200.00	336.16
Check	03/16/2021	eft	zoom	20 · IT & Communic...	14.99	351.15
Check	03/16/2021	eft	digital deploy...	30 · Memberships &...	80.00	431.15
Check	03/16/2021	eft	verizon	20 · IT & Communic...	87.92	519.07
Total BANK OF MARIN CC					519.07	519.07
BEST BEST & KRIEGER LLP						
Check	02/10/2021	20525	Invoice #8972...	25 · Legal Services	2,517.70	2,517.70
Check	03/22/2021	20552	Invoice #9000...	25 · Legal Services	2,538.90	5,056.60
Check	03/29/2021	20557	Invoice #9000...	25 · Legal Services	590.90	5,647.50
Total BEST BEST & KRIEGER LLP					5,647.50	5,647.50
Coler, Barbara						
Check	02/17/2021	20538	Feb 2021 Co...	05 · Commissioner ...	125.00	125.00
Total Coler, Barbara					125.00	125.00
COMCAST						
Check	02/24/2021	20539	Bill Date Feb ...	20 · IT & Communic...	140.01	140.01
Check	03/22/2021	20555	Bill Date Mar ...	20 · IT & Communic...	140.01	280.02
Total COMCAST					280.02	280.02
CONNOLLY, DAMON						
Check	02/17/2021	20536	Feb 2021 Co...	05 · Commissioner ...	125.00	125.00
Total CONNOLLY, DAMON					125.00	125.00
Delta Dental of California						
Check	02/02/2021	20521	Invoice BE00...	5130210 · Dental In...	48.62	48.62
Check	02/10/2021	20524	Invoice BE00...	5130210 · Dental In...	48.62	97.24
Check	03/01/2021	20543	Invoice BE00...	5130210 · Dental In...	48.62	145.86
Check	03/09/2021	20545	Invoice BE00...	5130210 · Dental In...	48.62	194.48
Total Delta Dental of California					194.48	194.48
Employment Development Department						
Check	03/09/2021	20547	Account 699-...	5140140 · Payroll Tax	771.95	771.95
Total Employment Development Department					771.95	771.95
FP MAILING SOLUTIONS						
Check	03/09/2021	20548	Invoice # RI 1...	50 · Office Supplies ...	162.22	162.22
Total FP MAILING SOLUTIONS					162.22	162.22
Indoff Incorporated						
Check	02/17/2021	20532	Invoice #3447...	50 · Office Supplies ...	22.66	22.66
Total Indoff Incorporated					22.66	22.66

Marin Local Agency Formation Commission

03/29/21

Expenses by Vendor Detail

Accrual Basis

February through March 2021

Type	Date	Num	Memo	Account	Amount	Balance
Kaiser Foundation Health Plan						
Check	03/22/2021	20554	Billing Unit 68...	513215 · Health Ins...	1,874.40	1,874.40
Total Kaiser Foundation Health Plan					1,874.40	1,874.40
KIOUS, LEWIS						
Check	02/24/2021	20541	Feb 2021 Co...	05 · Commissioner ...	125.00	125.00
Total KIOUS, LEWIS					125.00	125.00
LIEBERT CASSIDY WHITMORE						
Check	02/02/2021	20522	Invoice #1494...	25 · Legal Services	340.40	340.40
Total LIEBERT CASSIDY WHITMORE					340.40	340.40
LODER, LAWRENCE						
Check	02/24/2021	20540	Feb 2021 Co...	05 · Commissioner ...	125.00	125.00
Total LODER, LAWRENCE					125.00	125.00
MARIN INDEPENDENT JOURNAL						
Check	02/10/2021	20527	Invoice # 000...	60 · Publications/No...	167.26	167.26
Total MARIN INDEPENDENT JOURNAL					167.26	167.26
MARIN MAC TECH						
Check	02/10/2021	20526	Invoice # 3118	20 · IT & Communic...	137.68	137.68
Check	02/17/2021	20531	Invoice # 3132	20 · IT & Communic...	632.50	770.18
Check	03/22/2021	20551	Invoice # 321...	20 · IT & Communic...	782.68	1,552.86
Total MARIN MAC TECH					1,552.86	1,552.86
McENTEE, SASHI						
Check	02/17/2021	20533	Feb 2021 Co...	05 · Commissioner ...	125.00	125.00
Total McENTEE, SASHI					125.00	125.00
MOODY, TOD						
Check	02/17/2021	20537	Feb 2021 Co...	05 · Commissioner ...	125.00	125.00
Total MOODY, TOD					125.00	125.00
MURRAY, CRAIG K						
Check	03/09/2021	20550	Feb 2021 Co...	05 · Commissioner ...	125.00	125.00
Total MURRAY, CRAIG K					125.00	125.00
PAYCHEX						
Check	02/04/2021	eft		35 · Misc Services	45.10	45.10
Deposit	02/10/2021		TPS taxes	5140140 · Payroll Tax	-300.08	-254.98
Check	02/18/2021	eft		35 · Misc Services	45.10	-209.88
Total PAYCHEX					-209.88	-209.88
PAYROLL						
Check	02/04/2021	eft		5110110 · Sal - Reg...	11,217.90	11,217.90
Check	02/04/2021	eft		516150 · Auto Allow...	350.00	11,567.90
Check	02/04/2021	eft		5130640 · Unused F...	100.00	11,667.90
Check	02/18/2021	eft		5110110 · Sal - Reg...	11,217.90	22,885.80
Check	02/18/2021	eft		516150 · Auto Allow...	0.00	22,885.80
Check	02/18/2021	eft		5130640 · Unused F...	100.00	22,985.80
Check	02/18/2021	eft	kaiser/teamst...	513215 · Health Ins...	756.72	23,742.52
Check	03/05/2021	eft		5110110 · Sal - Reg...	11,217.90	34,960.42
Check	03/05/2021	eft		516150 · Auto Allow...	350.00	35,310.42
Check	03/05/2021	eft		5130640 · Unused F...	100.00	35,410.42
Check	03/05/2021	eft	kaiser jeren	513215 · Health Ins...	374.88	35,785.30
Check	03/05/2021	eft	teamsters jason	513215 · Health Ins...	381.44	36,166.74
Check	03/19/2021	eft		5110110 · Sal - Reg...	11,217.90	47,384.64
Check	03/19/2021	eft		516150 · Auto Allow...	0.00	47,384.64
Check	03/19/2021	eft		5130640 · Unused F...	100.00	47,484.64

Marin Local Agency Formation Commission
Expenses by Vendor Detail
February through March 2021

03/29/21

Accrual Basis

Type	Date	Num	Memo	Account	Amount	Balance
Check	03/19/2021	eft	kaiser jeren	513215 · Health Ins...	374.88	47,859.52
Check	03/19/2021	eft	teamsters jason	513215 · Health Ins...	381.44	48,240.96
Total PAYROLL					48,240.96	48,240.96
PAYROLL TAXES						
Check	02/04/2021	eft		515115 · Medicare T...	169.83	169.83
Check	02/04/2021	eft		522310 · FUTA	16.19	186.02
Check	02/04/2021	eft	CA UI	5140140 · Payroll Tax	145.75	331.77
Check	02/04/2021	eft	ETT	5140140 · Payroll Tax	2.70	334.47
Check	02/18/2021	eft		515115 · Medicare T...	164.76	499.23
Check	02/18/2021	eft		522310 · FUTA	1.32	500.55
Check	02/18/2021	eft	CA UI	5140140 · Payroll Tax	11.89	512.44
Check	02/18/2021	eft	ETT	5140140 · Payroll Tax	0.22	512.66
Check	03/05/2021	eft		515115 · Medicare T...	169.83	682.49
Check	03/19/2021	eft		515115 · Medicare T...	164.76	847.25
Total PAYROLL TAXES					847.25	847.25
RICCIARDI, R J						
Check	02/10/2021	20529	Invoice # 12320	55 · Professional Se...	500.00	500.00
Total RICCIARDI, R J					500.00	500.00
RICOH USA INC						
Check	03/09/2021	20549	Invoice # 506...	50 · Office Supplies ...	12.15	12.15
Total RICOH USA INC					12.15	12.15
SCHIFFMANN, ALYSSA						
Check	03/01/2021	20544	Invoice # 123	55 · Professional Se...	1,288.50	1,288.50
Check	03/22/2021	20556	Invoice # 127	55 · Professional Se...	775.80	2,064.30
Total SCHIFFMANN, ALYSSA					2,064.30	2,064.30
SECURITY MORTGAGE GROUP 2						
Check	02/02/2021	20520	Feb 2021 Rent	45 · Office Lease/Rent	2,792.35	2,792.35
Check	03/01/2021	20542	March 2021 R...	45 · Office Lease/Rent	2,792.35	5,584.70
Total SECURITY MORTGAGE GROUP 2					5,584.70	5,584.70
SKELTON, CHRIS						
Check	02/17/2021	20535	Feb 2021 Co...	05 · Commissioner ...	125.00	125.00
Total SKELTON, CHRIS					125.00	125.00
Vision Service Plan						
Check	02/17/2021	20530	Statement # 8...	5130310 · Vision Se...	15.21	15.21
Check	03/09/2021	20546	Statement # 8...	5130310 · Vision Se...	15.21	30.42
Total Vision Service Plan					30.42	30.42
TOTAL					69,882.37	69,882.37



Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

AGENDA REPORT

April 8, 2021

Item No. 3 (Public Hearing)

TO: Local Agency Formation Commission
FROM: Olivia Gingold, Clerk/Jr. Analyst
SUBJECT: Approval of Resolution 21-04, Annexation of 1499 Lucas Valley Road (APN 165-010-89) to San Rafael Sanitary District (File #1353)

Background

This item was brought to our attention by Marin Municipal Water District (MMWD) when staff noticed a parcel they had been serving for a long time was not within MMWD's legal boundary. They have worked with the landowner, including covering all costs of the application, in order to bring this parcel officially into the district's boundary. Marin LAFCo officially received an application from Brendan Hickey ("applicant") requesting approval to annex a lot that serves a single-family home, approximately 8.979 acres, to MMWD. The affected territory is in San Rafael with a situs address of 1499 Lucas Valley Road (APN 165-010-89). The proposal, as stated by the applicant, is to bring an already connected MMWD parcel into the district. This parcel is located in San Rafael. Staff has requested comments from all interested agencies. All comments were in support or neutral. Staff recommends approving this application.

Staff Recommendation for Action

1. Staff recommendation – Approve the requested annexation of 1499 Lucas Valley Road and approve the attached Resolution No. 21-04.
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 #21-04
- 2) Application Packet

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

RESOLUTION 21-04

RESOLUTION APPROVING AN ANNEXATION OF 1499 LUCAS VALLEY ROAD MARIN MUNICIPAL WATER DISTRICT WITH WAIVER OF NOTICE, HEARING AND PROTEST PROCEEDINGS

“Annexation of 1499 Lucas Valley Road (APN 165-010-89) to Marin Municipal Water District (LAFCo File No. 1353)”

WHEREAS Michael J. Stone, 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 8.979 acres of incorporated land to Marin Municipal Water District; and

WHEREAS the affected territory represents an entire lot developed with an existing single-family residence located at 1499 Lucas Valley Road and identified by the County of Marin Assessor’s Office as APN 165-010-89; and

WHEREAS the Commission’s staff has reviewed the proposal and prepared a report with recommendations; and

WHEREAS the staff’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.

WHEREAS the proposal is for an annexation of territory that is uninhabited, and no affected local agency has submitted a written demand for notice and hearing as provided for in Government Code section 56662(a).

NOW THEREFORE, the Marin Local Agency Formation **DOES HEREBY RESOLVE, DETERMINE AND ORDER** as follows:

Section 1. Approve the proposed annexation of 1499 Lucas Valley Road (APN 165-010-89) to the Marin Municipal Water District (File #1353) with the boundaries as shown and described on Exhibits “A” and “B” attached hereto and by this reference incorporated herein.

Section 2. The territory includes 8.979 acres, is found to be uninhabited, and is assigned the following distinctive short form designation: “Annexation of 1499 Lucas Valley Road (APN 165-010-89) to Marin Municipal Water District (LAFCo File No.1353)”.

Section 3. The proposal is consistent with the adopted spheres of influence of Marin Municipal Water District.

Section 4. The Executive Officer is hereby authorized to waive notice and hearing, and protest proceedings and complete reorganization proceedings.

Section 5. As Responsible Agency under CEQA for the proposed annexation of APN: 165-010-89 to Marin Municipal Water District, LAFCo finds that the Project is categorically exempt from the provisions of CEQA pursuant to State CEQA Guidelines Section 15319 (a).

PASSED AND ADOPTED by the Marin Local Agency Formation Commission on April 8, 2021 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. 21-04

- a) Exhibit A – Map
- b) Exhibit B – Legal Description

EXHIBIT A

ANNEXATION OF 1499 LUCAS VALLEY ROAD

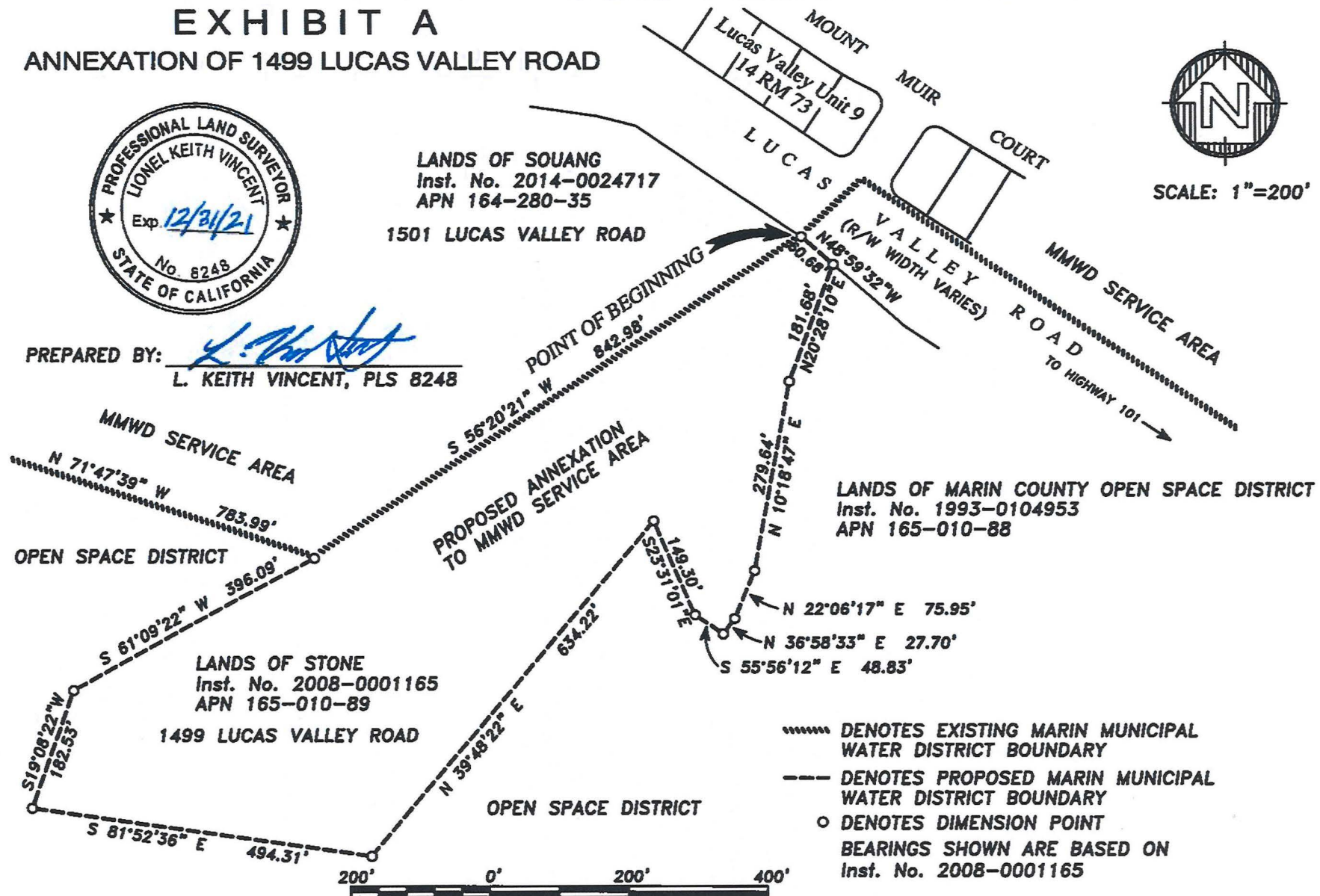


LANDS OF SOUANG
Inst. No. 2014-0024717
APN 164-280-35
1501 LUCAS VALLEY ROAD



SCALE: 1"=200'

PREPARED BY: L. Keith Vincent
L. KEITH VINCENT, PLS 8248



MARIN MUNICIPAL WATER DISTRICT
220 NELLEN AVE., CORTE MADERA, CA 94925 (415) 924-4600

DATE: SEPT 2020 JOB NO: _____ SHEET: 1 of 1
PREPARED BY: KV DESIGN BY: PM

Annexation of 1499 Lucas Valley Road
to
Marin Municipal Water District
APN 165-010-89 (LAFCO File #)

EXHIBIT B

Legal Description

**Lands of Stone
1499 Lucas Valley Road
Annexation to Marin Municipal Water District
Unincorporated San Rafael, County of Marin, State of California
APN 165-010-89**

Beginning at the westerly terminus of that certain course described in the Deed from Thomas A. Nunes, et ux, to the County of Marin, recorded on January 5, 1981, filed under Inst. No. 1981-0000259, Marin County Records, State of California, having a bearing of North 48° 59' 32" West, and a length of 116.12 feet, being the southerly boundary line of the Old Lucas Valley Road and the easterly boundary line of that certain parcel of land conveyed to Horatio R. Melone, et ux, by Deed dated July 24, 1959, and recorded on July 28, 1959, filed in Book 1298 of Official Records, at page 208, Marin County Records, and running thence along the said easterly line of the Horatio R. Melone parcel South 56° 20' 21" West (called South 54° 36' West in said Deed dated July 24, 1959) 842.98 feet to the southeasterly corner of said Melone parcel; thence leaving said Melone boundary line South 61° 09' 22" West 396.09 feet; thence South 19° 08' 22" West 182.53 feet; thence South 81° 52' 36" East 494.31 feet; thence North (erroneously referred to as South in previous documents) 39° 48' 22" East 634.22 feet; thence South° 23 31' 01" East 149.30 feet; thence South 55° 56' 12" East 48.83 feet; thence North 36° 58' 33" East 27.70 feet; thence North 22° 06' 17" East 75.95 feet; thence North 10° 18' 47" East 279.64 feet; thence North 20° 28' 10" East 181.68 to the said southerly boundary line of the Old Lucas Valley Road; thence along said southerly line North 48° 59' 32" West 60.68 feet to the Point of Beginning.

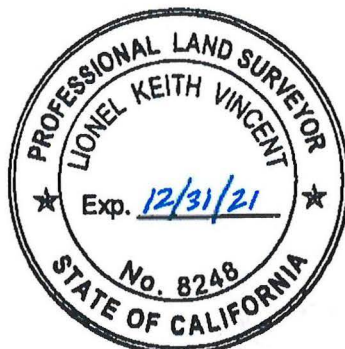
End of Legal Description

Attached hereto is a plat (Exhibit A) to accompany Legal Description, and by this reference made a part hereof.

This Description was prepared by Lionel Keith Vincent:



**PLS 8248
License Expires: 12/31/21**





MARIN LAFCO
PETITION FOR PROCEEDING PURSUANT TO THE CORTESI-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 1499 Lucas Valley Rd, San Rafael APN: 165-010-89 into Marin Municipal Water District ("MMWD")
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 *PM*
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 this property has been served water from MMWD since 1997 and is outside of District boundaries. Both the property owner and MMWD would like to resolve this outstanding issue.
7. The proposal is requested to be made subject to the following terms and conditions:
District Board Approval and LAFCo Board Approval
8. The persons signing this petition have signed as:
 Registered voters
 Owners of the land

<u>Michael Stone</u>	<u><i>Michael Stone</i></u>	<u>10-7-2020</u>
Print Name	Signature	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: Michael J. Stone
150 Shoreline Hwy Bldg D
Mill Valley, CA 94941
 Contact Number: (415) 942-7902 Email: mike.mollie@gmail.com

Agent Representative (optional)

I/We hereby authorize Paul Morrison/MMWD 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: Marin Municipal Water District
C/O Paul Morrison
220 Nellen Avenue Corte Madera, CA 94925
 Contact Number: (415) 945-1535 Email: pmorrison@marinwater.org

All owners of each parcel **must** sign. Original signatures are required.

Property Owner Signature	<u>10-7-2020</u> Date
Property Owner Signature	Date
Property Owner Signature	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.

Property Owner Signature

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:

Please Print Name

Email Address

Phone Number



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 1499 Lucas Valley Rd, San Rafael APN: 165-010-89 into MMWD.

B. The reason for the proposed action(s) being requested:

(BE SPECIFIC: For example, "Annexation to sewer district for construction of three homes")

This property has been served water from MMWD since 1997 and is outside of District boundaries.

Both the property owner and MMWD would like to resolve this outstanding issue.

4. State general location of proposal:

1499 Lucas Valley Rd, San Rafael APN: 165-010-89 within City of San Rafael jurisdiction.



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? San Rafael

No If the proposal is adjacent to a city, provide city name: _____

6. Is the subject territory located within an island of unincorporated territory?

Yes No If applicable, indicate city _____

7. Would this proposal create an island of unincorporated territory? Yes No

If yes, please justify proposed boundary change: _____

8. Provide the following information regarding the area proposed for annexation:

(Attach additional if needed)

A. Assessor's Parcel Number(s)

165-010-89

Site Address(es)

1499 Lucas Valley Rd

B. Total number of parcels included in this application: One (1)

9. Total land area in acres: 8.979 acres



II. LAND USE AND DEVELOPMENT POTENTIAL

1. Describe any special land use concerns:

None

2. Indicate current land use: (such as: number of dwellings, permits currently held, etc.)

Single Family Residential improved with 2 living units

3. Indicate the current zoning (either city/town or county) title and densities permitted:

PD(1701) - Planned Development District

Land Use: 11 - Single-Resid. - Improved

Units: 2

4. Has the area been rezoned? No _____ N/A Yes _____

What is the rezoning classification, title and densities permitted?

5. Describe the specific development potential of the property: (Number of units allowed in zoning)

2 units that are existing.



III. ENVIRONMENT

1. Is the site presently zoned or, designated for, or engaged in agricultural use?

Yes _____ No X _____

If yes, explain: _____

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 X _____ N/A _____
- B. Adjacent sites? Yes _____ No X _____ N/A _____
- C. Unincorporated? Yes _____ No X _____
- D. Incorporated? Yes _____ No X _____

4. State general description of site topography: This property is an up slope wooded property, with developed and undeveloped open spaces. site is currently used as a single family residential property with a second unit, horse arena and barn.

5. Indicated Lead Agency for this project: ~~LADFCO~~ LAFCo PM

6. Indicate Environmental Determination by Lead Agency: TBD
with respect to (indicate project) Annexation into MMWD
Dated: 9/25/2020

(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

Paul Morrison

Print Name

10/8/2020

Date

ESS Manager

Title



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: Already served
Fire: Already served
Sewer: Already served
Water: Already served
Other: _____

2. Advise whether any of the affected agencies serving or expected to serve this site are current operating at or near capacity: N/A MMWD IS ALREADY SERVING THIS PARCEL AND HAS THE CAPACITY TO CONTINUE SERVING THIS PARCEL. PM

3. Describe the level and range of services: N/A

4. Indicate when services can/will be extended to the affected territory:
N/A

5. Note any improvements or upgrading of structures, roads, sewer or water facilities, or other conditions required within the affected territory: N/A



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.)
N/A

This section completed by:

Signature

Paul Morrison

Print Name

pmorrison@marinwater.org

Contact Email

ESS Manager

Title

MMWD

Agency

415-945-1535

Contact Number



Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

AGENDA REPORT

April 8, 2021

Item No. 4 (Public Hearing)

TO: Local Agency Formation Commission

FROM: Jason Fried, Executive Officer

SUBJECT: Interview for LAFCo Alternate Public Member Seat and Possible Appointment

Background

Based on State Government Code section 56331, LAFCos can choose to appoint an alternate public member. Marin LAFCo last appointed the alternate public member in 2017 to a four-year term. There are no term limits on the public seat and they can be reappointed as many times as they apply as long as the Commission approves the reappointment. Marin LAFCo has historically appointed an alternate public member and makes appointments for both public seats to four-year terms with the two seats being selected in different years. After the conclusion of the 2019 appointment of the regular public seat member, the Commission wanted to look at how to align both the regular and alternate seats so they both are chosen at the same time. After staff research and Commission discussion, it was decided that the next time the alternate seat was open for an appointment it would be only for a two-year term, rather than the normal four-year term. This will allow in 2023 for both the regular and alternate public members to have their seats up at the time.

Earlier this year, staff started the public noticing process for the alternate public seat according to State Government Code and Marin LAFCo policy. The official public noticing was sent to all LAFCo member agencies, posted in the Marin Independent Journal, and other local newspaper web posting sites. We have five people applying for the position. Upon receipt of each application, staff reviewed that each applicant meet the minimum qualifications to serve in this seat. That being they are a resident of Marin County and do not work for, or serve on, any local government body within LAFCo jurisdiction. The five applicants meeting the minimum qualification have been invited to the Commission meeting for an interview. See the attachments for each application.

The Commission's Policies, Procedures, and Guidelines call for the Commission to use a set of uniform questions during interviews for the public member selection. The Chair and staff propose the attached questions for the Commission to use at the meeting. These are the same questions as asked two years ago with one addition being about the alternate seat itself. The Commission can alter any of the questions suggested in the attachment prior to the commencement of interviews. Commissioners may ask follow-up questions in order to elicit a more complete response from the candidates.

The Chair, in consultation with staff, has decided to use the same basic interview process as last time. That being all candidates being asked to answer the same question in the order presented. The first person to answer each question shall be rotated between the three candidates.

State Government Code section 56325(d) indicates that in order for a person to be appointed they must receive a majority of the Commission's approval. In addition, the approval must consist of at least one

Administrative Office

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

Commissioner from each of the three governing groups (County, City/Town, and Special District) voting in the affirmative for any candidate to get the appointment.

Possible Action(s) – Staff does not make recommendations in the decision of the appointment for the Public Member seat, as it is strictly at the discretion of the Commission. Here are possible outcomes the Commission may choose to take.

1. Appoint one candidate to fill the seat which will start on the first Monday in May based on State Government Code section 56334.
2. Make no decision today and make a determination at a future meeting giving staff any needed instruction prior to the next meeting.

Attachment:

1. Questions for each candidate
2. Application from each candidate
3. Public comments received on this item

MARIN LOCAL AGENCY FORMATION COMMISSION

Public Member Interview Questions

The Commission's Policies, Procedures and Guidelines call for the Commission to use a set of uniform questions during interviews for public member and alternate public member selection. Chair McEntee and Staff proposes the following questions for the Commission's use at its April 8 meeting. The Commission can (of course) delete or replace any of the questions suggested below prior the commencement of interviews. During interviews, members of the Commission may also ask follow-up questions in order to elicit more complete responses from candidates.

1. Please tell the Commission something about yourself and the reasons why you have applied for the LAFCo Regular Public Member position.
2. Are you presently a member of the governing board of any city or special district in Marin County? (An affirmative answer will disqualify the candidate.)
3. What experience have you had in land use planning?
4. What experience have you had with the delivery of local government services?
5. What is your understanding of LAFCo's role in local government?
6. What is your understanding of the Public Member's function on LAFCo?
7. How can your background be of assistance to LAFCo?
8. Do you foresee any problem with your availability to attend LAFCo meetings and hearings?
9. Do you understand the role that the Alternate member position has with LAFCo and can you tell us what that role is?

APPLICATION FOR APPOINTMENT

2021 Alternate Public Member Seat

Name: Roger A. Smith

Phone: (Home) 415-453-9432 (Work) 415-990-8725

Home Address: 65 Moncada Way, San Rafael, CA 94901

Employer's Name and Address: Self-employed

Present Occupation: Commercial real estate investment and management

Do you reside in Marin County? Yes No

Summary of Qualifications: See attached.

Reason for applying: See attached.

Are you an employee or officer of any organization which is funded by or provides service to the County of Marin or any city or special in Marin County?

Yes No If yes, please list: _____

Please return to: Marin LAFCo
1401 Los Gamos Drive, Suite 220
San Rafael, CA 94903
Fax: 415-785-7897
staff@marinlafco.org

Additional information may be attached.

APPLICATION FOR APPOINTMENT – 2021 Alternate Public Member Seat
Additional Information – **Roger A. Smith**

Summary of Qualifications

I am a Marin native, originally from Fairfax but a resident of San Rafael for over 15 years. I was also a commercial real estate agent in San Rafael from 1983 to 2017. During my time as an agent, I was also an active investor and developer of properties in Marin and Sonoma Counties. I continue to be active in managing and owning commercial properties that house a wide variety of different businesses.

Throughout my career, I have served on numerous boards and committees, many of them dealing with planning and policy work for the City of San Rafael but almost all involving the development process and/or the built environment. A partial list follows:

- San Rafael General Plan 2040 Steering Committee
- San Rafael Parking & Wayfinding Committee
- North San Rafael SMART Station Area Plan Committee
- Citizens Advisory Committee on Economic Development and Housing
- San Rafael Critical Facilities Committee
- San Rafael General Plan 2020 Steering Committee
- Ad Hoc Committee on Homeless
- North San Rafael Plan Steering Committee
- Downtown Advisory Committee
- MarinSpace Board Member (non-profit property management)
- San Rafael Chamber of Commerce Governmental Affairs Committee
- San Rafael Chamber of Commerce Economic Vitality Committee
- Recipient, Ellissa Giambastiani Advocacy Award, S.R. Chamber of Commerce, 2017
- Marin History Museum Board Member
- Friends of No. 9 Board Member (Mt. Tam locomotive restoration)
- College of Marin Foundation Finance Advisory Committee
- Mark Day School Board of Trustees
- Sleepy Hollow Fire Protection District Commissioner

Education includes B.S. University of California, Davis and MBA, University of California, Berkeley

Reasons for Applying

As a fourth generation “Marinite”, I feel strongly about helping to maintain the historically high quality of life in our community. I look for opportunities to apply my long experience in working on economic and planning issues in Marin and I believe LAFCo is one such opportunity. I have a solid understanding of the interconnectivity between Marin’s history and traditions, its regulatory framework and policies, and the disparate political forces that need to be addressed to drive its future. I am a pragmatic thinker always looking to find real world solutions to real world situations. I believe LAFCo is a place where knowledge, innovation and sound judgement have value. I think I can offer those attributes to make a positive impact.

APPLICATION FOR APPOINTMENT

2021 Alternate Public Member Seat

Name: Lawrence KAPLAN

Phone: (Home) 415 384 8267 (Work) 310 463 4861

Home Address: 371 Marin Ave, Mill Valley CA 94941

Employer's Name and Address: Self

Present Occupation: Consultant

Do you reside in Marin County? Yes No

Summary of Qualifications: Lawyer (1978-2020); Corporate executive; "Executive Vice-President + General Manager," Walt Disney Studios (1989-2010); Real Estate broker (2012-2021); Consultant on business + legal issues (self-employed); 2010-2020; Member, Marin County Personnel Commission (2013-'2017).

Reason for applying: LAFCo's work seems complex and interesting, fundamental to the best interests of Marin's citizens, and for me, personally, this appointment would give me a much deeper understanding as to how the County "works" and a chance to

Are you an employee or officer of any organization which is funded by or provides service to the County of Marin or any city or special in Marin County?

Yes No If yes, please list: _____

give back to my community.

Please return to: Marin LAFCo
1401 Los Gamos Drive, Suite 220
San Rafael, CA 94903
Fax: 415-785-7897
staff@marinlafco.org

Additional information may be attached.

Attachment to Lawrence Kaplan's Application for Appointment to LAFCo

Thank you for taking the time to evaluate my application. In an effort to introduce myself, I have attached copies of the "Public Comments" that were filed with the California Redistricting Commission in support of my (unsuccessful) application.

These Comments were filed by:

Jack Govi, a lawyer in the Marin County Counsel's office, in connection with my work on the Marin County Personnel Commission;

Kim Rago, a Tam Valley neighbor who asked for my help in a community-wide effort to persuade the Board of Supervisors and the Southern Marin Fire District to reject AT&T's application to construct additional cell phone towers on the Fire Station roof;

David Zaltsman, a Marin County lawyer, concerning the Personnel Commission;

Alan Jones, a neighbor, concerning the cell phone tower dispute;

Christopher Burdick, concerning the Personnel Commission;

Thelton Henderson, a retired Judge who is a long-time friend and mentor; and

Rey Rodriguez, with whom I worked at Disney for 14 years.

I apologize for the length of the attachment and hope that this is not too much information.

With regards,

Lawrence Kaplan

Public Comments for Citizens Redistricting Commission

Jack Govi

Lawrence Kaplan served as a Personnel Commissioner on a case I presented to the Marin County Personnel Commission in 2015 and 2016. The case concerned conduct of a peace officer in which the Police Agency sought to terminate the employment of the officer. Mr. Kaplan ably served as one of the five member Commissioners that heard the evidence in the case and made a decision. The issues in the case were extremely complex. Mr. Kaplan demonstrated the ability to "cut to the chase" on the evidence presented and he participated in making a fair decision based upon the facts of the case. Noteworthy is the fact that the decision of the Personnel Commission was not what I requested as an outcome of the case. However, the decision was favorable and most importantly, fair to all concerned.

Throughout the case, Mr. Kaplan was objective, respectful to all of the participants, patient with the attorneys presenting the case, and he clearly demonstrated the ability to sift through the myriad evidence to emphasize the relevant evidence.

Mr. Kaplan's background as an attorney, top level executive and public service combine to make him uniquely qualified to serve as a commission member. His background will ensure that the State of California receives an objective approach to the task of the Commission. I have no doubt that his service to the Commission will be fair, impartial and non-partisan.

Kim Rago

2014 marked the "second round" in a dispute between our neighborhood and Southern Marin Fire District. We live in a densely populated area referred to as "Tam Junction" just outside the city limits of Mill Valley, CA.

We neighbors (300 in all that signed our petition) had been unable to stop the Fire District from signing a contract with AT&T to install more cell phone antennas on the roof of Fire Station #4. (That station already houses Sprint antennas. T-

Mobile occupies an adjacent building). After a year or more delay, AT&T was back with architectural plans.

These telecommunication companies had proven to be poor neighbors. Their industrial equipment is loud, and not always well cared for. We neighbors were also concerned about the health effects of living with additional electromagnetic radiation (in this case microwaves) which comes from the antennas and permeates the area 24 hours a day, seven days a week. We knew stopping the construction of a third facility would be difficult. We needed support and ultimately got it from Lawrence Kaplan.

In 2014, Lawrence was new to the neighborhood.

Lawrence was meticulous about understanding the problem first and versing himself on all sides of the dispute. He spent time doing research and meeting with our local firemen and women, who too had health concerns about living in that fire station. Once informed, Lawrence became part of our neighborhood resistance and helped us strategize our opposition. He helped craft our arguments for the Fire District meetings as well as the County Supervisors' meetings and he met personally with the Fire Chief. Lawrence pointed out inaccuracies in AT&T's application and argued that the Fire District had a contractual right to terminate the lease which alleviated their concern of lawsuits from AT&T. Ultimately, the Fire District Board terminated that lease and the new AT&T facility was not built.

I thank Lawrence for this positive outcome.

David Zaltsman

Prior to my retirement from the Marin County Counsel's Office, one of my assignments was to represent and advise the Marin County Personnel Commission. This body was created by the Marin County Board of Supervisors to be the final arbiter of most personnel disputes arising in the County organization.

Lawrence Kaplan was a member of this body during a large portion of the time I served as its counsel. This included a multi-week, extremely contentious hearing involving the potential termination of a deputy sheriff involved in a shooting. Both the sheriff and the accused deputy were vigorously represented by counsel and

there were numerous witnesses and many volumes of pleadings and written evidence.

During these hearings and the subsequent deliberations and process of decision making, Mr. Kaplan went well above the normal "call of duty" required for this process, and was intimately involved in attempting to provide both sides a fair and complete hearing, as well as a thorough and well reasoned decision. Indeed, he and another member of the Commission took it upon themselves to take both sides proposed decisions and instead provide a truly independent and reasoned analysis of the relevant facts and law.

I would highly recommend Mr. Kaplan for appointment to this Commission.

Alan Jones

In 2014 I helped lead a group of neighbors in opposing a proposed AT&T mobile phone tower in our block. We enlisted Lawrence Kaplan, then new to the neighborhood, to help with our efforts. His legal skills, dogged persistence, and unselfish devotion to our cause proved pivotal to the success of our venture.

Opposing a mobile phone facility is tricky and challenging due to Federal regulations and a complex network of local jurisdictions. In preparing for a Board of Supervisor's hearing Lawrence would meticulously research the relevant legal issues, prepare detailed notes, and coach us in which issues to bring up and in what order. For example, while the Supervisors choices in accepting or rejecting a mobile phone facility were extremely limited by prevailing Federal law they were permitted and at our urging did required the applicant to pay for an outside expert to evaluate their study of alternative sites. Requiring this additional investment resulted in delays which gave us time to make further moves.

Lawrence meanwhile had studied the applicant's proposed contract with the Southern Marin Fire District on whose property the facility was to be built. Together with other neighbors we reached out to District board members and made an informal tally of possible votes to approve the application. It was a close call. Several board members felt an obligation to proceed with the contract negotiations they had started. At the critical meeting, it was Lawrence's concise

and well researched analysis of the terms of their agreement with the applicant which persuaded a few board members that cancelling the contract was permissible and legal and would have no adverse consequences for them. We prevailed by one vote.

Lawrence's keen mind and legal training together with an even temperament and passion for fairness and justice make him an ideal candidate for the Citizen's Redistricting Commission.

Christopher D. Burdick
S.B.N. 042732
Arbitrator/Mediator
[Redacted], Inverness, CA, 94937
[Redacted]

Re: Lawrence Kaplan

I write to support Lawrence Kaplan's application for appointment to the Citizens Redistricting Commission. I am quite sure that the State of California would benefit from his focus and service.

I first met Mr. Kaplan when he and I served on the Marin County Personnel Commission, the equivalent, in essence, of the civil service board or commission of the County of Marin, having jurisdiction over personnel matters, including discipline, as well as hearing grievances. The five-member commission is appointed by the Board of Supervisors. I had never met Mr. Kaplan until he and I were both on the Commission. I had many, many years of experience in public employment (I was an associate and then a partner in the San Francisco-based law firm of Carroll, Burdick, McDonough, LLP, and represented public employees and their unions/associations for over 30 years) and he had very little, as a practical matter, but he had great experience in human relations matters from his years at Disney, and he was a very quick study on the County's personnel system and, in general, California common law precepts regarding public employment.

Mr. Kaplan was exceedingly hard working on the Commission, always fully prepared when he came to meetings and hearings. During our time together, we had to hear and decide a very high-exposure, well-publicized and closely followed police shooting which required five days of hearing and almost 100 hours of post-hearing preparation of findings of fact and conclusions of law, on which County Counsel declined to be involved and which required Mr. Kaplan and I, on behalf of the majority of the Commission, to do all of the legal work required. It was an arduous but rewarding experience and Mr. Kaplan's willingness to devote over 100 hours, in the glare of much publicity, to this project, was exemplary. He had a clear understanding of California concepts of administrative law and administrative review under CCP section 1094.5, as well as the regulatory process itself, with which the position he seeks is inextricably involved. In this police shooting case, which involved a termination, he was serious but kept his sense of humor as we slogged our way through this process, which required review of five days of transcript and hundreds of pages of exhibits.

He is also smart. Very smart. This experience convinces me that he has more than sufficient -- indeed, abundant -- ability and willingness to work hard and to put in the time and effort needed on a project of the type for which he has applied.

Daye: September 20, 2019 _____

Christopher D. Burdick

Thelton Henderson

I am extremely pleased to support Lawrence Kaplan's application for appointment to the Citizens Redistricting Commission. I am confident that the State of California would benefit greatly from Larry's skill-set and sense of purpose.

I am a recently retired (August 2017) Federal District Court Judge who has known Larry since 1977, when he was a third year law school student at Northeastern University in Boston. My San Francisco law firm, Rosen, Remcho and Henderson took him on as a legal intern for a year. At the time I was preparing for a large

employment discrimination trial, and Larry became one of my assistants. I found Larry to be an exceptional intern whose research and writing skills needed little or no editing, with very strong interpersonal skills, and who related well with the class members whom we were representing. I was especially impressed with his very strong work ethic, and willingness to stay with an assignment until it was done correctly.

Our firm offered Larry a job when he graduated from Northeastern, but his career trajectory took him to Southern California, where he was eager to break into communications or entertainment law. Despite this, we have kept in close touch over these many years, and I have watched him "move up the ladder" as a litigator, first with small firms, then with a large, very successful Los Angeles litigation firm which represented a number of well-known entertainers. After a very successful stay at that firm, he moved to his dream job as an executive with Disney Studios.

Over the years, as I moved from lawyer to Judge, I watched Larry's "conversion" from lawyer to "high powered" executive at Disney, and this did not surprise me in the least. One of Larry's many strengths is his ability to listen and learn quickly, apply himself totally to the task at hand. I would expect these qualities would be as useful for the Citizens Redistricting Commission as it was in the corporate world.

Before closing, I would like to mention that Larry and I communicate frequently these days about the state of our community, State, country, and world, and I know that he is well aware of the necessity for us all to find common ground, especially in light of the U.S. Supreme Court's recent decision in *Rucho v. Common Cause*,

which informs us that partisan gerrymandering is a political question best left to the states. In my opinion, Larry's background and skills as a lawyer, negotiator, corporate executive, and concerned and well-informed citizen would make him a fine addition to the Commission.

If there is any additional information you would like from me, please feel free to contact me at any of the contact references listed below.

Respectfully submitted,
Thelton E. Henderson

Rey Rodriguez

September 18, 2019

Re: Recommendation letter by Rey Rodríguez, Assistant Chief Counsel of Walt Disney Studios Motion Pictures, on behalf of Lawrence Kaplan, to the Citizens Redistricting Commission

To whom it may concern:

It is my distinct pleasure to recommend highly Lawrence Kaplan for a position with the Citizens Redistricting Commission.

I am the Assistant Chief Counsel of Walt Disney Studios Motion Pictures, where I have worked for the last 23 years. I serve on the boards of many nonprofits such as Family Foothill Services in the San Gabriel Valley, Projecto Pastoral at Dolores Mission in Boyle Heights, Oakwood School in North Hollywood and the Western Center on Law & Poverty serving all of California. I am a graduate of Cornell University with a degree in Economics. I also attended Princeton University obtaining a Master's in Public Affairs along with a joint degree Juris Doctorate from the University of California at Berkeley.

I recall my first meeting with Larry in about 1996 as he was interviewing me for a job at Disney. He had a good sense of humor, which was a welcome sign. As it turned out—over the next 14 years of working side-by-side, day-by-day—that sense of humor was really important because there was a never-ending series of complicated disputes to resolve and deals to close in our home office and around the world. More importantly, he has always shown a great deal of wonderful judgment, which I believe would be especially well suited for this Commission. In addition, he would be fair given his training as a lawyer and his many years of business experience.

Larry has taught me many things but the most important was to it is important to listen to all sides before coming to any conclusions or actions. Listening is a skill

that we must all learn, but I feel that Larry is especially good at it because it is part of his essence to do so.

When we began working together, Larry was a Senior Vice-President and General Manager of Buena Vista International ("BVI"), which was the business unit at Disney that (eventually) distributed films in about 80 countries outside the United States. A couple years before I was hired, he and a few other Disney colleagues had started up BVI from scratch, which was a rather enormous undertaking. He has a very good capacity and skill set—energy, flexibility and diligence—for taking on dauntingly large projects.

In the early days, his travel schedule was constant as our new subsidiaries were being formed, people were hired, offices were leased and agreements (and disputes) had to be resolved. As our business matured and more companies were formed, he continued to travel frequently, staying personally in touch with our widely diverse international managers. Despite the travel, Larry remained in close contact with me; although he was very detail-oriented, he was not averse to delegating projects and letting me do my job. When I needed advice, he was available, he listened well, and gave me honest feedback.

Larry was the head of the legal group for BVI, which included in-house lawyers in the home office in Burbank; the regional offices in London, Buenos Aires and Hong Kong; and outside lawyers in about 40 countries.

In addition, his "General Manager" job meant that he was constantly being pulled into a wide variety of projects and supervising other departments such as finance, administration, human resources and operations. When there were too many projects, or things got out of control, it seemed to me that he slowed down and got more focused.

I recall one instance when we were negotiating a deal with a producer for the production and release of a Mandarin language film in China. The Chinese government kept changing regulations; the local producer was temperamental; and Disney's bosses were insistent and somewhat frantic about "just getting it done." One day, Larry took out all the documents—proposals, rules, contracts, everything—and organized them all across the tops of about 10 file cabinets. For

days, we walked back and forth, scanning the files, talking it out and ultimately finding a successful course of action.

I know Larry well. He is fair-minded and consistently tries to do the right thing so that, as he used to say, he can "sleep well at night". In my view, he would be a welcome addition to the Citizens Redistricting Commission.

Thank you for your attention and consideration of Larry's application to serve California's best interests.

Kind regards,

Rey M. Rodríguez

APPLICATION FOR APPOINTMENT

3/29/21

2021 Alternate Public Member Seat

Name: RICHARD SAEZ

Phone: (Home) 415 479 4466 ^{NO} TEXT (Work) N/A

Home Address: 29 OAK RIDGE ROAD
SAN RAFAEL, CA 94903

Employer's Name and Address:

SEMI-RETIRED

Present Occupation:

Do you reside in Marin County? Yes No

Summary of Qualifications:

SEE ATTACHMENT

Reason for applying:

SEE ATTACHMENT

Are you an employee or officer of any organization which is funded by or provides service to the County of Marin or any city or special in Marin County?

Yes No If yes, please list:

Please return to: Marin LAFCo
1401 Los Gamos Drive, Suite 220
San Rafael, CA 94903
Fax: 415-785-7897
staff@marinlafco.org

✓ Additional information may be attached.

Summary of Qualifications:

3/29/21

1984 Penngrove Specific Plan (public participant)
1989 Sonoma County General Plan (public participant)
2000-2025 Cotati General Plan (County General Plan liason)
2000-2020 Rohnert Park General Plan (County General Plan liason)
2000-2025 Petaluma General Plan (County General Plan liason)

2nd District Representative (2001- 2006) County of Sonoma 2000-2020 General Plan update
*Committee leader for development of County General Plan regional traffic model and cumulative impact "thresholds of significance." (Supervisor appointment)

Chairman (2000-2008) of the Sonoma County Water Agency Zone2A Petaluma Watershed Flood Advisory Committee (Supervisor appointment)

* Received special honors and commendations from the Sonoma County Board of Supervisors for coordinating multi-agency sub-regional policies regarding traffic, storm water runoff and groundwater supplies as liason between the County and the cities of Cotati, Rohnert Park, and Petaluma during the General Plan update processes. (see attached)

One of the lead participants in the development of the CEQA analysis for the successful S.C.R.P.C. (Penngrove) vs. City of Rohnert Park 2000-2020 General Plan CEQA lawsuit.

Sonoma County Comprehensive Airport Land Use Commission. (Supervisor appointment)

Penngrove Specific Plan community liason to the Sonoma County Water Agency for administration of the (PSZ) Penngrove Sanitation Zone,

Greenbelt Alliance staff representative for southern Sonoma County on 2016 campaign for the successful Sonoma County *Community Separator* ballot initiative.

Reason for applying:

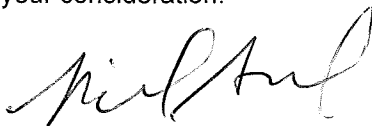
The scope and range of my working experience includes developing and coordinating multi-agency sub-regional General Plan policies with LAFCo (Sonoma), City, County, and special districts regarding land use, boundary changes, sphere of influence, annexations, Urban Growth boundaries, Community Separators, flood control, watershed management, environmental analysis development and litigation. I believe my working experience qualifies me for the *Alternate Public Member* position and that I would be a valuable asset as a public member representative with Marin LAFCo.

References:

Jared W. Huffman, U.S. Representative, California 2nd Congressional District
Mike Kerns, 2nd District Sonoma County Supervisor (retired)
Kent Gylfe, Principal Engineer, Sonoma County Water Agency
Teresa Barrett, Mayor, City of Petaluma
Michael T. Healy, Councilmember, City of Petaluma
Susan Adams, Councilmember, City of Rohnert Park
Teri Shore, North Bay Regional Director, Greenbelt Alliance
Marlene Pappas Getchell, Attorney At Law


Thank you for your consideration!

Richard Savel



Resolution No. 08-1034

Dated: December 16, 2008


OF THE
BOARD OF SUPERVISORS
OF THE
COUNTY of SONOMA, STATE of CALIFORNIA

HONORING AND COMMENDING RICK SAVEL
FOR HIS SERVICE TO THE COUNTY OF SONOMA

WHEREAS, Rick Savel was appointed to the Zone 2A Flood Advisory Committee on September 26, 2000 and was Chairman from November 26, 2001 until February 7, 2008; in this role he was attentive to good financial stewardship of available Zone 2A funds; and

WHEREAS, Rick provided value coordination, review and input on flood control related matters involving updates to the City of Petaluma General Plan and County General Plan; he also raised awareness of unauthorized grading and fill practices affecting flood control issues; and

WHEREAS, Rick advocated to ensure that properties in the unincorporated areas of Zone 2A received fair/equal benefit from flood control projects. Several flood control related projects in the upper reaches of the watershed were implemented/approved during Rick's tenure. He also advocated for a zero-net-fill policy for the unincorporated County areas within Zone 2A to reduce flooding impacts; and

WHEREAS, Rick was an active member and representative of the 2nd District on the General Plan Update Citizens' Advisory Committee from its inception in 2001 until its work was completed in 2006. As part of that effort, Rick was one of the three committee members working on the Circulation and Transit Subcommittee, with particular emphasis on addressing traffic congestion in the Penngrove Community. This effort was very successful in finding a balance between the county's future transportation needs and the desires of the local residents and businesses. Rick was also keenly interested in air transportation, flooding, groundwater, and water and sewer service issues.

NOW, THEREFORE, BE IT RESOLVED that the Sonoma County Board of Supervisors do hereby acknowledge and congratulate Rick Savel on his achievements, his dedication, and recognize him for the highly exception asset he has been to the Zone 2A Committee, the Citizens Advisory Committee, and the County of Sonoma.



Valerie Brown

SUPERVISOR VALERIE BROWN

Tim Smith

SUPERVISOR TIM SMITH

Paul L. Kelley

SUPERVISOR PAUL L. KELLEY

Mike Reilly

SUPERVISOR MIKE REILLY

Mike Kerns

CHAIR MIKE KERNS

SO ORDERED

Resolution No. 06-0400e

Dated: May 2, 2006

Resolution
OF THE
BOARD OF SUPERVISORS
OF THE
COUNTY of SONOMA, STATE of CALIFORNIA

**RECOGNIZING RICK SAVEL OF THE CITIZEN'S ADVISORY COMMITTEE
FOR HIS WORK ON THE SONOMA COUNTY GENERAL PLAN UPDATE**

WHEREAS, the Government Code of the State of California requires the County to adopt a comprehensive general plan to guide its future physical development; and

WHEREAS, the broad purpose of the Sonoma County 2020 General Plan (GP 2020) is to express policies which will guide decisions on future growth, development, and conservation of resources through 2020 in a manner consistent with the goals and quality of life desired by the county's residents; and

WHEREAS, pursuant to the Government Code, the Sonoma County Board of Supervisors (Board) formally initiated and approved a draft work plan for the GP2020 on March 13, 2001 to update the 1989 General Plan; and

WHEREAS, on June 19, 2001, to facilitate public discourse and deliberations focused on reviewing and establishing policies, the Board formally appointed 15 members of the public and one alternate member to serve and represent their community as a member of a Citizen's Advisory Committee (CAC); and

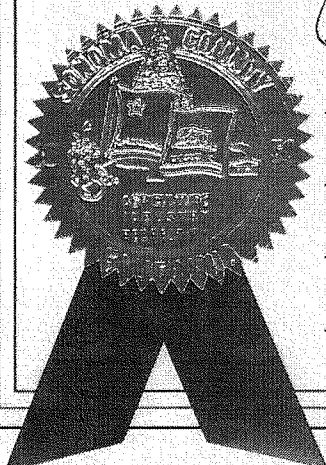
WHEREAS, the CAC was charged with holding public meetings on the GP2020, consider public comments and staff recommendations, and then formulate draft policy language, for the consideration of the Sonoma County Planning Commission and Board; and

WHEREAS, the CAC members have demonstrated an extraordinary commitment to the County by volunteering their time, energy, and wisdom to carry out the CAC duties while maintaining the highest standards and commitment to objective evaluation and listening and considering hours of public testimony on issues with multiple layers of complexity and controversy; and

WHEREAS, CAC members volunteered many hours of their own time reviewing information outside of meetings, and sacrificed their own personal and family time to carry out this public service without monetary compensation; and

WHEREAS, the CAC's final meeting on February 16, 2006 culminated a five-year process of working on the GP 2020 which included over 200 meetings, 1,000 hearing hours, and countless hours of preparation and study.

NOW, THEREFORE, BE IT RESOLVED that the Sonoma County Board of Supervisors wishes to thank Rick Savel representing the 2nd District for his exceptional service to the people of Sonoma County.



Valerie Brown
SUPERVISOR VALERIE BROWN

Mike Kerns
SUPERVISOR MIKE KERNS

Tim Smith
SUPERVISOR TIM SMITH

Mike Reilly
SUPERVISOR MIKE REILLY

Paul L. Kelley
CHAIRMAN PAUL L. KELLEY

SO ORDERED

APPLICATION FOR APPOINTMENT

2021 Alternate Public Member Seat

Name: Alexander Cole

Phone: (Home) (415) 310-0974 (Work)

Home Address: 240 Redwood Hwy Frontage Rd, Slip 6; Mill Valley 94941

Employer's Name and Address: California Public Utilities Commission (State of California),
505 Van Ness Ave, San Francisco 94102

Present Occupation: Regulatory Analyst at the California Public Utilities Commission

Do you reside in Marin County? Yes No

Summary of Qualifications: I have a master's degree in Urban and Economic Geography from Berkeley and have done considerable course work towards a PhD at UCLA (I ultimately received my PhD in Organizational Economics). This education gives me insights into all the inter-related issues that planning and local agencies try to address, including economic development and business, transportation, housing, and relationships with the surrounding region.

For eight years I have worked as an analyst at the California Public Utilities Commission helping decarbonize California's electrical grid. This experience has given me considerable experience at public policy and a strong understanding of how government processes work.

Reason for applying: I have lived in Marin County for eight years and owned a home in Mill Valley for 5 years now, and hope to live here for the rest of my life. I would like to find a way to give back to this community and help it successfully navigate the issues it faces relating to managing growth and inclusiveness, while maintaining the things that make this such a special place to live. I have no illusions that I can do that on my own, but I believe that as a member of the Commission I can add insight and wisdom to that conversation.

Are you an employee or officer of any organization which is funded by or provides service to the County of Marin or any city or special in Marin County?

Yes No If yes, please list:

Please return to: Marin LAFCo
1401 Los Gamos Drive, Suite 220
San Rafael, CA 94903
Fax: 415-785-7897
staff@marinlafco.org

Additional information may be attached.

APPLICATION FOR APPOINTMENT

2021 Alternate Public Member Seat

Name: Clifford Waldeck

Phone: (Home) 415-290-2008 (Work) 415-945-3600

Home Address: 425 East Blithedale Avenue
Mill Valley CA 94941

Employer's Name and Address: Redwood High School, 395 Doherty Dr. Larkspur
Redwood High School, 395 Doherty Dr. Larkspur CA 94939

Present Occupation: Classroom Monitor for Remote Teaching During COVID

Do you reside in Marin County? Yes _____ No

Summary of Qualifications: (see attachment)

(see attachment)

(see attachment)

(see attachment)

(see attachment)

Reason for applying: (see attachment)

(see attachment)

(see attachment)

(see attachment)

(see attachment)

Are you an employee or officer of any organization which is funded by or provides service to the County of Marin or any city or special in Marin County?

Yes _____ No If yes, please list: _____

Please return to: Marin LAFCo
1401 Los Gamos Drive, Suite 220
San Rafael, CA 94903
Fax: 415-785-7897
staff@marinlafco.org

Additional information may be attached.

Clifford Waldeck

Summary of Qualifications:

Longstanding and engaged Marin County resident who takes pride in their collegiality and consensus-building skills

Former Boardmember, Conservation Corps North Bay

Former Councilmember and Mayor, Mill Valley

Former Chair, San Francisco Bay Regional Water Quality Control Board

Former Commissioner, Bay Conservation and Development Commission

Former Chair, Regional Airport Planning Committee

Former Executive Boardmember, Mill Valley Chamber of Commerce

Current member, Bay Area Councils' Housing, Land Use and Project Approval Committees

Current Member, Sustainable Mill Valley

Reason for Applying:

I care deeply about the future of Marin County and I will bring an experienced, reasoned and collaborative voice to LAFCO. I enjoy working on policy and planning issues. I am passionate about diversity, equality and inclusion throughout Marin County especially in its planning processes. My goal is work closely with my fellow LAFCO members, LAFCO staff, stakeholders as well as involved community members to foster a cohesive, inclusive planning process that adheres to and follows the spirit of the law.

Subject: LAFCO Applicant

Date: Friday, March 12, 2021 at 12:14:56 PM Pacific Standard Time

From: Gary Phillips

To: Jason Fried

Dear Mr. Fried:

I understand that Roger Smith has submitted an application for an appointment to a seat on the board of Marin LAFCo. In considering Mr. Smith I thought it might be useful for your board to know what an outstanding participant Mr. Smith has been in City of San Rafael planning and policy committees. He has devoted untold hours over many years to a wide variety of committees and commissions and he never fails to be both prepared and engaged. This is why City Councils over more than 25 years have been willing to appoint him repeatedly. He has demonstrated a commitment to the community that goes far beyond any personal interests as a local businessperson and a proven willingness to work collaboratively with a wide variety of other people.

I think Marin LAFCo would be fortunate to have Mr. Smith as part of its decision making process.

Gary O. Phillips (Former City of San Rafael Mayor)

[REDACTED]
San Rafael, Calif. 94903
[REDACTED]

Subject: Support for Applicant Roger Smith
Date: Wednesday, March 17, 2021 at 4:22:42 PM Pacific Daylight Time
From: Kate Colin
To: Staff
Attachments: Outlook-b4wruems.png

Hi Jason - I hope this email finds you well.

I was delighted to learn that long-time San Rafael volunteer Roger Smith is applying for the Alternate position for LAFCO. I wholeheartedly support his application as I've worked with him for decades on civic-related issues for over a decade. He has lived in Marin his entire life and comes from a long line of Smith generations who have been involved in their communities over the years. Roger is no exception and has given hundreds of hours to the City of San Rafael as a volunteer on everything from our General Plan to specific resident committees. He does his homework, shows up, listens carefully and always has insightful comments to make. I was only sorry that he wasn't applying as a full-fledged member of LAFCO! Happy to provide any additional information but please share my email with the relevant decision-makers in the meantime.

Warmly,
Kate

Kate Colin
Mayor, City of San Rafael





Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

AGENDA REPORT

April 8th, 2021

Item No. 5 (Public Hearing)

TO: Local Agency Formation Commission

FROM: Olivia Gingold, Clerk/Jr. Analyst

SUBJECT: Approval of Final Draft Novato Area Supplemental Municipal Service Review for Novato Area Flood Zone 1

Background

During the February 11th LAFCo meeting, staff presented to the Commission the public draft of the Supplemental Novato Area Municipal Service Review (MSR). The public comment period for the MSR closed on Friday, March 5th. LAFCo received official comments from Flood Zone 1 Advisory Board Members, a member of public during a Flood Zone Advisory meeting, as well as input on suggested edits from 3 LAFCo Commissioners. A table of the comments and corresponding staff decisions on edits has been included in this packet. After completion of the public comment period, LAFCo staff reviewed comments and created a Final Draft (Attachment 1). Staff has responded to all members of the public who submitted comments with what we were able to or unable to address in the MSR. This final draft has been shown to the Flood Zone staff to ensure that we got all the detailed changes they requested correct. The final draft that is being presented to you today is the culmination of countless hours of hard work by Marin LAFCo staff and Flood Zone staff being reviewed by the MSR. LAFCo staff would like to thank them for their time and efforts.

Since LAFCo has no jurisdiction over the boundaries of any flood zone, no sphere of influence update or confirmation is needed on this item.

From this MSR staff has 0 items that should be added to LAFCo's work plan moving forward.

Staff Recommendation for Action

1. Staff recommendation – Approve the MSR with any amendments as desired by the Commission.
2. Alternate Option – Continue consideration of the item to the next regular meeting, and provide direction to staff, as needed.

Attachment:

- 1) Final Draft of Novato Area Supplemental Municipal Service Review for Novato Area Flood Zone 1
- 2) Public Comment Matrix

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Marin Local Agency Formation Commission

Municipal Service Review

Novato Region Supplemental

**Marin County Flood Control and Water Conservation District
Zone 1**

DRAFT REPORT

MARCH 2021

PREFACE

This Municipal Services Review (MSR) documents and analyzes services provided by local governmental agencies in the Novato 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

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MSR Preparers

Olivia Gingold, Clerk/Jr. Analyst

Table of Contents

1.0	INTRODUCTION.....	3
1.1	ROLE AND RESPONSIBILITY OF LAFCO.....	3
1.2	MUNICIPAL SERVICE REVIEWS.....	4
1.3	MARIN LAFCO COMPOSITION	5
2.0	EXECUTIVE SUMMARY	6
2.1	AFFECTED PUBLIC AGENCIES	6
2.2	PLANS, POLICIES, STUDIES.....	6
2.3	AGENCY AND PUBLIC PARTICIPATION	7
2.4	WRITTEN DETERMINATIONS	7
3.0	DETERMINATIONS.....	9
4.0	REGIONAL SETTING	12
5.0	FLOOD CONTROL ZONE #1 – NOVATO	13
5.1	OVERVIEW.....	14
5.2	FORMATION AND DEVELOPMENT.....	16
5.3	DISTRICT BOUNDARY AND SPHERE OF INFLUENCE	17
5.4	POPULATION AND GROWTH	17
5.5	MUNICIPAL SERVICES	17
5.6	ORGANIZATION STRUCTURE.....	21
5.7	ACCOUNTABILITY AND TRANSPARENCY	22
5.8	FINANCIAL OVERVIEW	22
5.9	SUSTAINABILITY	26

List of Figures

FIGURE 4-1: FLOOD ZONE 1 BOUNDARY	13
FIGURE 5-1: FLOOD CONTROL ZONE 1 OVERVIEW MAP	15
FIGURE 5-2: FLOOD CONTROL ZONE 1 INFRASTRUCTURE	15

List of Tables

TABLE 1-1: LAFCO'S REGULATORY POWERS	4
TABLE 1-2: MANDATORY DETERMINATIONS	5
TABLE 1-3: MARIN LAFCO COMMISSION MEMBERSHIP	5
TABLE 2-1: NOVATO AREA SUPPLEMENTAL MSR AGENCIES.....	6
TABLE 5-1: FLOOD CONTROL ZONE NO. 1 OVERVIEW	16
TABLE 5-2: COUNTY OF MARIN BOARD OF SUPERVISORS.....	21
TABLE 5-3: FLOOD CONTROL ZONE #1 ADVISORY BOARD MEMBERS	22
TABLE 5-4: FLOOD ZONE 1 BUDGET TABLE	ERROR! BOOKMARK NOT DEFINED.

1.0 INTRODUCTION

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. LAFCo’s 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 LAFCo’s 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

LAFCo’s principal regulatory responsibility involves approving or disapproving all jurisdictional changes involving the establishment, expansion, and reorganization of cities and most special districts.¹ 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.

¹ 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

Mandatory Determinations / Municipal Service Reviews (Government Code Section 56430)
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

Name	Position	Agency Affiliation
<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 or by visiting www.marinlafco.org.

2.0 EXECUTIVE SUMMARY

This study represents Marin LAFCo’s scheduled supplemental regional municipal service review of local agencies in the Novato 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’s Flood Control Zone 1 (FZ1) 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 one agency operating in the Novato Region as listed below and shown in Figure 2-1.

Table 2-1: Novato Area Supplemental MSR Agencies

Novato Agency Names
Marin County Flood Control Water Conservation District - Flood Control Zone 1

This agency provides a range of municipal services to the communities it serves, 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 the 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, Policy Analyst, and/or Clerk/Jr. Analyst contacted each agency with requests for information.

The study area for this MSR includes communities within the City of Novato 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 Novato has authority over land use and development policies within the City. City, County, and Community plans were vital for the collection of baseline and background data for this 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 the agency, and review of the draft report prior to Commission action.

This MSR is posted on the Commission's website (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 Novato 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.

3.0 DETERMINATIONS

Growth and population projections for the affected area.

a) As stated in the Novato MSR, projected near-future growth is expected to be moderate in the City of Novato. According to the Association of Bay Area Governments, the Novato population is expected to increase to a total population of 53,900 by 2025 with an estimated annual growth rate of 0.3 percent.

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.

a) As noted above, there are no unincorporated communities within the study area that have been identified as disadvantaged. FZ1 does have a large amount of aging infrastructure, and with the financial constraints described in the section below, infrastructure deficiencies could increasingly become a problem for this agency. Financial constraints have caused FZ1 to forgo replacement and rehabilitation of facilities at the end of their expected service life as early as 2005 and it is acknowledged that flood damage could have been prevented or minimized had that pump station received necessary replacement and rehabilitation.

Financial ability of agencies to provide services.

a) FZ1 prepares budgets and financial statements annually in accordance with established governmental accounting standards. FZ1 just recently passed a new budget structure which budgets a baseline of fixed, operational costs while excluding major projects. The intention is to avoid inconsistent spikes in the year-to-year budgets when major expenditures are approved. The major expenditures will now have separate actions for approval at major project milestones and will be tracked in a project-specific ledger. The County Board of Supervisors, acting as the Board for the Marin County Flood Control and Water Conservation District, may also amend FZ1's 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) FZ1 has the funds to cover baseline costs but not enough funds to account for growing needs as a result of aging infrastructure, rising cost-of-living, and unfunded environmental mandates. Budget constraints in the last 15-20 years have caused FZ1 to forgo additive items that would have been beneficial to them because of concerns with unfunded maintenance needs. FZ1 passed their first and only benefit assessment in 1984 but this benefit was not fixed to rises in the cost of living. Prices have risen over the last 35 years, but the benefit assessment has stayed relatively flat, causing FZ1 to increasingly fall behind on maintenance needs. Staff are faced with the challenges of maintaining aging infrastructure while simultaneously planning for sea-level rise adaptation with a lagging revenue source.

FZ1 worked to pass a ballot measure in 2017 that would solve their revenue problem, but the ballot measure failed. This forced the District to pivot towards other revenue sources. Right now, the most viable revenue source is grant money, but working with grants creates a whole host of issues for FZ1. To begin with, grants can be hard to secure. According to FZ1 staff, current grant funding sources for major flood control improvements is very limited and highly competitive and does not necessarily address the existing infrastructure deficit

Not only are these grants competitive, but they are conditional on certain factors. For example, the California Office of Emergency Services will not fund pump station projects if the facility is nearing its life expectancy because that work is not considered a hazard mitigation effort. Other grants are not awarded unless project proposals include habitat restoration elements, and even when grant money is secured, it often requires fund matching. This means FZ1 would still need to have adequate revenue to meet these grants' matching requirements. Grants should be relied on only as supplemental or additive revenue, rather than the main source of revenue that the Flood Zone operates off of. A ballot measure is a much more reliable way to secure adequate funding for FZ1, and would also help FZ1 meet the necessary grant matching requirements.

Staff may also be able to pursue funding from other agencies in the region that have a common interest or shared infrastructure. The City of Novato is one example of an agency in the FZ1 that may benefit from the improvement of flood control infrastructure within their boundaries, and as a result, may help fund that construction. The being said, Novato itself has limits to its fund availability.

Caltrans and SMART are also being brought into the picture as potential co-sponsors of projects because of the extra benefits that some of the additive items could offer both of those agencies in the name of reducing flooding and sea-level rise vulnerability on parts of the Caltrans Highway and SMART Railway.

Much of the SMART track is in areas that have or could flood. Novato Creek downstream of Rowland is an example of a SMART project that the City and District contributed to because it raised the bridge and reduced in-creek obstructions. There are sections of Highway 37 that are also prone to flooding and may benefit from upstream projects that although not directly adjacent to the Highway, will be beneficial to that area. Whether or not those potential benefits are beneficial enough to elicit funding from these agencies is less clear.

In the past, the County has also offered up funding for FZ1 projects, and could be another resource for FZ1 to collaborate with in the future should a mutually beneficial project arise. That being said, just like the City of Novato, Novato Sanitary District, CalTrans, and SMART, the County also has other priorities to fund as well and any funds they do offer up should be seen as a one-time collaboration and nothing more. The Board of Supervisors should not be expected to consistently offer up funding to the Zone as a reliable source of revenue.

Although Staff has a list of potential funding sources, as past experience shows, these funding sources can be unreliable and are less adequate than the sure-fire funding source that a ballot measure would create. It is highly recommended that FZ1 prepare another ballot measure to secure funding from the tax base. It could be useful to create a subzone that levies the taxes only on parcels in FEMA Special Flood Hazard Areas, rather than the entire tax base within the FZ1's boundaries. It is also highly suggested that the new measure be tied to inflation to prevent the same issue of a lagging revenue source that FZ1 is currently facing from arising in the future. FZ1 needs to create this more reliable and consistent source of revenue if they are to ensure the adequate provision of flood control services in the coming years.

Status of, and opportunities for, shared facilities.

a) There are no opportunities for shared facilities at this time, but cost-sharing may be present among local agencies in this area. Within its budgetary constraints, FZ1 has found that allocating some of its available funding in collaboration with other agencies has allowed for projects to be completed that FZ1 deems useful to the zone as a whole. These are projects the District otherwise would not have been able to complete on its own with its current level of funding. A perfect example of this is the Stafford Lake and Dam facility, which is owned and maintained by North Marin Water District (NMWD). Although FZ1 staff acknowledges that it does not make much sense for FZ1 to get involved in the day-to-day maintenance of this area, they have helped fund improvement projects for Stafford Lake in the past. There have been discussions of increasing the capacity of Stafford Lake in the future, which it would make sense for FZ1 to help fund part of. The benefits of this expansion were preliminarily assessed in the Novato Creek Watershed Program, and because NMWD joined the Marin County Multi-Jurisdictional Local Hazard Mitigation Plan, they are now eligible for FEMA grants for hazard mitigation projects such as this one. A new FEMA program called BRIC (Building Resilient Infrastructure Communities) offers up to \$50 million for a single project, and a Stafford Dam joint project between NMWD and FZ1 should fit within his limit. If this project were to move forward, it would be an appropriate place for FZ1 to potentially offer some funding and technical assistance because of the flood service provision benefits that the expansion of Stafford Lake would create.

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

a) FZ1 encompasses a large area, and as a result, has a lot of different agencies within its sphere of influence that have infrastructure relevant to FZ1. This infrastructure, although not all directly owned or managed by FZ1, still impacts flood control management. This unique situation means

that critical management between many different stakeholders beyond FZ1 is required in order to ensure that FZ1 is adequately providing its services.

Most entities in the zone have been cooperative. FZ1 meets with Caltrans, the City of Novato, and Novato Sanitary District on a quarterly basis, and also communicates with some neighborhood groups that are particularly impacted by flooding, but cooperation with other entities that have direct stakes in flood control work is not always as robust as it needs to be.

There are no forums that regularly bring together all three of the District, Caltrans, and SMART. This was particularly problematic following a 2019 levee breach on the SMART right-of-way that put financial pressure on the FZ1's already limited funds when they responded to the breach, in spite of the damage not being on District property.

In order to make the provision of flood control services more robust and efficient, more collaboration in the future is necessary, particularly with the public entities who operate within this zone.

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

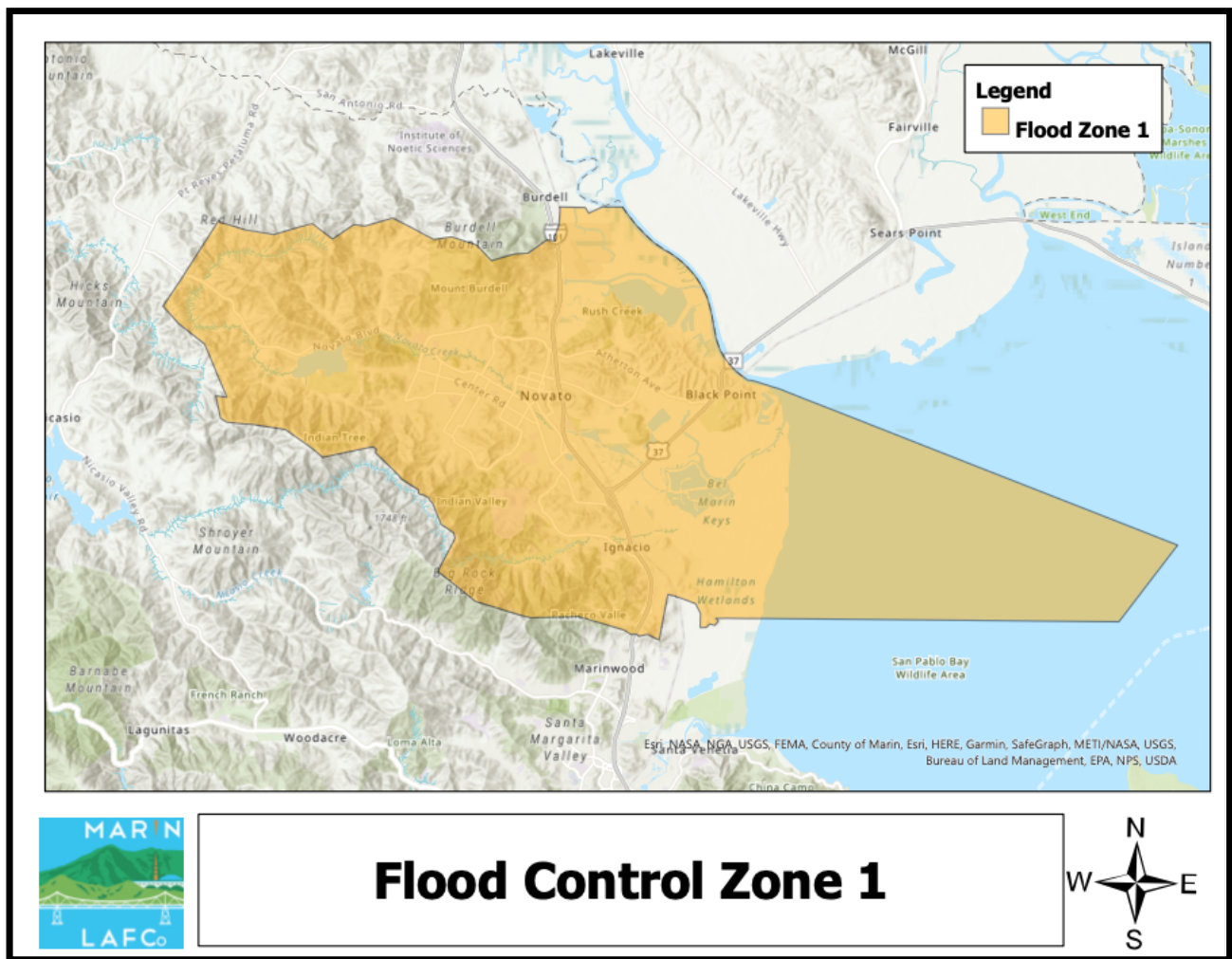
a) As mentioned above, FZ1 has a lot of infrastructure in the zone that may be operated by other agencies but remains relevant to flood control. A more comprehensive map of what that infrastructure is, and who it is officially owned/serviced by would be useful to FZ1 in ensuring better flood control services to the area. Making this map browser-based and publicly accessible would be even more beneficial as there have been issues in the past with members of the public bouncing around between agencies in an effort to determine who does what. This could be something that is built from the asset management and "flood inquiry" system FZ1 already presently has in the works. Another idea is to create a members-only section of Marin Map for the City of Novato and Flood Control District to both utilize. In this section, the two agencies would each upload all the easement and property ownership data they have. Additional cross-checking outside the database may still be necessary depending on the completeness of information but this would be a good place to start in making a clearer and more accessible distinction of which agencies are responsible for certain easements or facilities.

b) Additional funding for the Flood Zone would increase their capacity to provide flood control services to the area and could move the Zone into a better Community Rating System (CRS) class. It is recommended that FZ1 staff work together with City staff to produce an analysis of what it would take to move the Flood Zone into a higher CRS class, and an analysis of how much the average citizen in a special Flood Hazard area pays for flood insurance, and how much they could save if FZ1 was in a higher class. It is suspected that the discounts on insurance afforded to citizens if FZ1 moves into a higher CRS class could outweigh the cost of the parcel tax that would be necessary to move the Flood Zone into that class.

4.0 REGIONAL SETTING

This Municipal Service Review (MSR) is a supplemental addition to the Novato Area MSR completed in January 2020. The full Novato area regional setting can be found at the Marin LAFCo website, www.marinlafco.org. As shown in figure 4-1 Flood Control Zone 1 covers the City of Novato and a wide breadth of surrounding unincorporated area extending eastwards towards the Bay. The FZ1 area is relatively coterminous with the boundaries of the Novato Watershed, and a map of this zone is depicted below.

Figure 4-1: Flood Zone 1 Boundary



5.0 FLOOD CONTROL ZONE #1 – NOVATO

5.1 OVERVIEW

Flood Control Zone #1 (FZ1) is the largest flood zone in Marin and covers over 45 square miles in the Novato area of Marin County. Zone coverage encompasses not only the City of Novato, but also portions of unincorporated County in Indian Valley, Bel Marin Keys, Green Point, Black Point, Loma Verde, and western Novato. The boundaries of FZ1 are relatively consistent with the boundaries of the Novato Creek Watershed, which extends eastward from Big Rock Ridge, Stafford Lake, and Mount Burdell, through intertidal bay land to San Pablo Bay. The watershed covers a 45 square mile drainage area. FZ1 is particularly prone to flooding because of its geography. It has experienced 12 major floods in the last 90 years – a little over one per decade.

FZ1 was formed by the Marin County Flood Control and Water Conservation District outlined in Resolution No. 3982 approved by the Board of Supervisors in 1955 in order to manage the excessive flooding issues that downtown Novato and its surrounding areas were experiencing. FZ1 has a 5-member advisory board which is selected by the Marin County Flood District Board. The Advisory Board meets annually on the first Thursday of February. This meeting is when the Board addresses matters such as the budget and annual work plan. Other special meetings may be called by the District Manager when the District’s business needs dictate. Special meetings may also be called at the request of the Advisory Board Chair. The significant amount of land and infrastructure that the District owns in FZ1 leads to a lot of activity in the zone. This calls for the Zone to meet relatively often outside of its regular annual meeting.

Also, due to its size, FZ1 overlaps many other local, regional, and state agencies. These include the City of Novato, the Bel Marin Keys Community Services District, the North Marin Water District, the Novato Sanitary District, the Sonoma Marin Area Rail Transit, and CalTrans. In addition to these government agencies, FZ1 also works with local community groups, such as Old Town Novato Flood Group. The staff from FZ1, the Old Town Novato Flood Group, and the City do meet on an ad hoc basis (quarterly). Quarterly virtual coordination meetings have continued between the City, Novato Sanitary District, and Caltrans to coordinate where all 3 agencies interface at state highways as well. Meetings between FZ1 and other government agencies are much less frequent and tend to occur on an as-needed basis. These meetings are usually topic-specific and often pertain to maintenance specifically.

An overview map of FZ1 is provided in Figure 5-1, along with the boundary of the City of Novato. There is a small piece of the City of Novato that is not included in the Flood Zone’s boundary. FZ1 Staff believes it is likely that this piece of the City was incorporated after the Zone was created, but because it has no flood control needs, the boundary of the Zone was never amended to include that portion of land. Figure 5-2 shows a general map of Flood Control Zone 1 infrastructure in the lower half of FZ1. This map is not entirely comprehensive because some infrastructure that affects flooding and prevention is not owned by FZ1, but is still critical to FZ1’s services. FZ1 and the other local agencies own different assets in the area but one comprehensive list of who owns what is not available and may be difficult to create because each specific situation may call on a different agency to respond. Rather, when something critical comes up, each group

has to communicate with the others to find out who is responsible for the issue. Because of this, FZ1 may still play a role in managing that infrastructure, irrespective of ownership.

Figure 5-1: Flood Control Zone 1 Overview Map

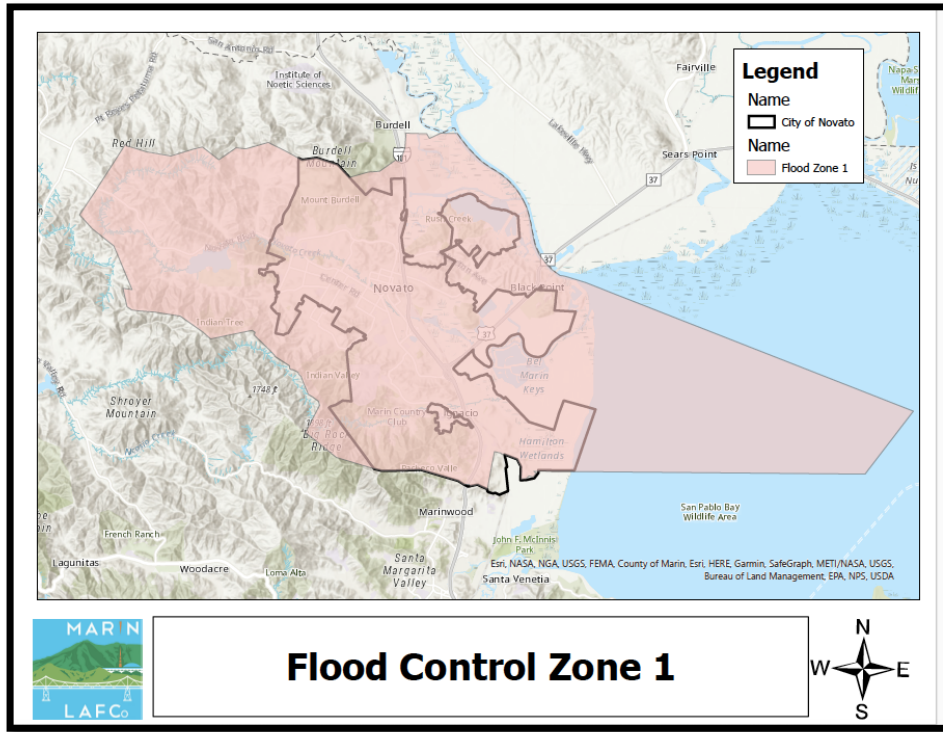


Figure 5-2: Flood Control Zone 1 Infrastructure

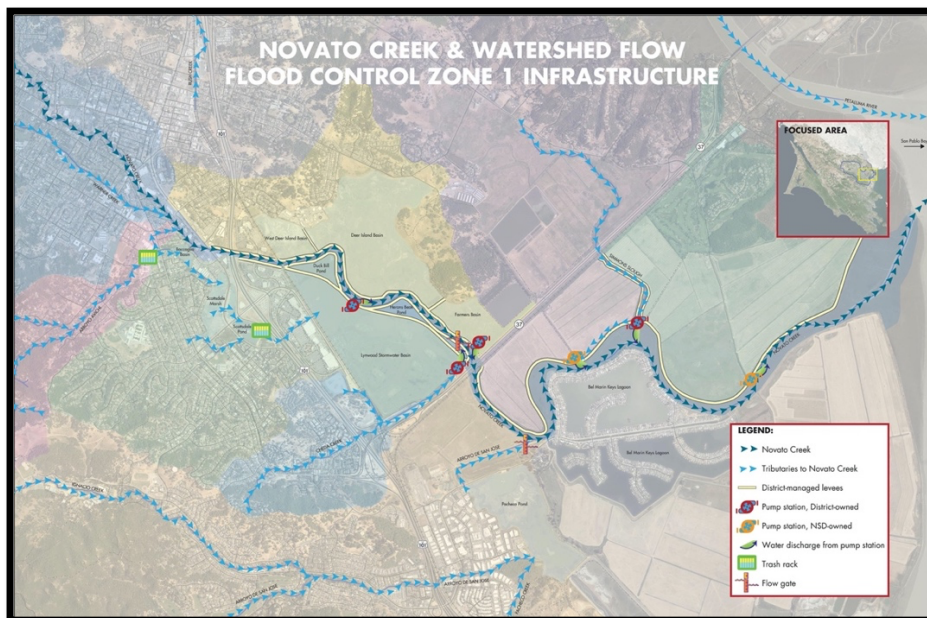


Table 5-1: Flood Control Zone No. 1 Overview

Flood Control Zone #1		Novato	
Primary Contact	Hannah Lee – Senior Civil Engineer		
Phone	(415) 473-2671		
Office Location:	Department of Public Works, 3501 Civic Center Drive, San Rafael, CA 94903		
Formation Date	1955	Services Provided	Flood Control
Service Area	45 Square Miles	Population Served	63,000

5.2 FORMATION AND DEVELOPMENT

FZ1 was established in 1955. Since its formation in 1955, changes to FZ1 have included the incorporation of the City of Novato in 1960, growth and development in the City and its surrounding areas, expansion of FZ1 related projects in incremental steps, and general maintenance of FZ1 properties and assets.

In November of 1984, FZ1 residents passed two special assessments. The first was a 4-year tax for years 1984 through 1988, and was approved for capital projects. The second assessment of \$9 per parcel was created to fund the maintenance of FZ1 projects in perpetuity. This second special assessment, however, did not include a cost-of-living adjustment. This has meant that as costs rise and infrastructure ages the money raised from this assessment has failed to keep up with current costs.² FZ1 attempted to pass a ballot measure in 2017 titled Measure E to bring in more tax revenue, but it failed with nearly a two-thirds majority *against* it. A two-thirds majority *in favor* was needed for the measure to pass. It was anticipated by FZ1’s Advisory Board Members that FZ1 would not achieve 2/3 approval in the foreseeable future, projecting at least 10 years before that approval rate could be achieved.³

While additional funds are still critical for FZ1 operations, the Zone staff focuses its limited revenue on maintaining and improving the 18 miles of creeks, 4 pump stations, 9 miles of levee, and other flood control facilities in the Novato Watershed, as well as managing periodic removals of accumulated sediment from Novato Creek and its tributaries.⁴ They also have to consider priorities for future-thinking projects such as those identified in the Novato Watershed Program and Deer Island Basin Restoration project which will not only address current flood control needs but also prevent future flood disasters. These assets are all critical for not only managing flooding when it happens but also preventing flooding in the future, especially with sea-level rise.

² [Novato Creek Watershed Benefit Assessment FAQ](#)

³ [FZ1 Advisory Board Meeting Minutes, November 16, 2017](#)

⁴ [Novato Creek Watershed Benefit Assessment FAQ](#)

5.3 DISTRICT BOUNDARY AND SPHERE OF INFLUENCE

FZ1’s sphere of influence is coterminous with its jurisdictional boundary and includes a total of 21,580 parcels. Land use within Novato is predominantly residential but also includes commercial and mixed-use areas, business and industrial areas, and community and natural resource lands. The predominant land uses in unincorporated District territory are generally comprised of agricultural, public facility, open space, rural residential, and low-density residential lands⁵

5.4 POPULATION AND GROWTH

FZ1 encompasses the community of Novato and surrounding unincorporated areas which includes all of Census Tracts 1022.02, 1022.03, 1032, 1041.01, and 1041.02, as well as most of tracts 1031 and 1050, and parts of tracts 1011 and 1330. The City of Novato is the second-largest city in Marin to be developed. It grew rapidly between 1970 and 1990. The development of Novato leveled off between 1990 and 2000 but then began to increase again. Novato is presently engaged in downtown redevelopment for potentially both commercial and residential uses and expects to see a growth in jobs in the coming years. It was identified by the Marin Countywide Plan as “having the greatest growth potential in Marin for commercial and industrial development.” The January 2020 Novato Area MSR projected a population of 63,000 by 2020 which is an increase from the year 2000.

5.5 MUNICIPAL SERVICES

Flood Control

The way that the City of Novato was developed altered the Novato Creek Watershed’s channel network from its historically natural conditions. Many of its channels are narrower and deeper than they should be given the size of the watershed and the level of rainfall this area experiences. Bank erosion implies that the watershed’s channels are widening, but many of these channels are constrained by urban development on their banks. With urbanization, many channels were re-routed or directly connected to storm drain systems which also increased the rate of creek bed and bank erosion. These issues only exacerbated the fact that this area is already prone to flooding due to its topography.

FZ1 has averaged more than one major flood per decade over the course of the last 90 years, with particularly severe floods in 1940, 1955, 1982, 1998, and 2006. These floods caused damage and inconvenience to residential and commercial properties alike. As recently as 2016-2017, a portion of Highway 37 within the zone’s boundaries was closed for 27 days due to flooding issues. This affected neighborhood streets after heavy winter storms.⁶ Parcels in the Old Town Novato area have seen their backyards turn into “lakes”, particularly during floods which hit the properties in 2011 and 2019. To address the needs of this area, the Zone built its first pump station (Lynwood) in 1968. Then, in 1972, the Flood Control District acquired 1,200 acres of land in the lower Baylands. This land was initially supposed to be developed into residential homes, but FZ1 instead utilized the lands for flood storage, flood protection, tidal marsh restoration, sea level rise

⁵ [From Novato MSR](#)

⁶ [Novato Flood Protection and Watershed Program](#)

adaptation projects, and water re-use.⁷ The Zone built 3 more pump stations in 1971 (Cheda), 1989 (Simmons Slough, formerly a large portable pump until a permanent station was installed in 2020), and 1990 (Farmers) respectively.

In the 1970s, the Flood Control Zone contracted with an engineering firm in an effort to identify options for improving the level of flood protection. This project would eventually become the Novato Creek Flood Control Project, an 8-phase project that was initiated in 1985. The project included improvements on Stafford Lake, Novato Creek, Warner Creek, and Arroyo Avichi, and intended to achieve protection from a 50-year flood event. The final phase of the project was completed in 2006. Since the completion of the Novato Creek Flood Control project, improvements to the channel at Vineyard and Warner Creeks in 2008 and 2009 were initiated in response to flooding in 2006.

Most recently, FZ1 has pivoted to a few new projects, most notably the Novato Watershed Program, which aims to create a “framework that integrates flood protection, creek and wetland restoration, fish passage and water quality improvements with public and private partners, to protect and enhance Marin’s watersheds.”⁸ The Deer Island Basin Complex Restoration Complex is another example of a big multi-benefit project FZ1 has initiated. This project, which involves restoration of the Deer Island basin as well as two stormwater ponds adjacent to the basin, has included collaboration with the SF Bay Restoration Authority and attracted grant funding because of the design’s sustainability elements. In 2020, the Zone also completed a Levee Evaluation Report, which was funded by the state and which identifies remedial alternatives to reduce the risk of levee failure. Other projects FZ1 is presently focusing on include sea-level rise adaptation and widening of the corridor between Highway 37 and SMART which remains a bottleneck between District lands.

In addition to these projects, FZ1 continues to maintain its 4 pump stations (Lynwood, Simmons Slough, Farmers, and Cheda) along the Novato Creek. It also owns and maintains 9 miles of levee along Novato Creek, and tide gates and trash racks on tributaries that lead to both Novato Creek and Rush Creek. Every 4 years, Zone 1 removes sediment accumulation from lower Novato Creek, Warner Creek, and Arroyo Avichi.

With the exception of the Simmons Pump station, the other three pump stations are nearing or beyond their expected design life of 50 years. Simmons Slough is already under construction, but FZ1 had been hoping to fund replacements for the other pumps using grants. In the process of addressing Lynwood Pump Station, the district found out that Cal OES does not fund projects for pump stations if they are near or past their expected design life as the project is not considered “hazard mitigation”. FZ1’s current revenues are not robust enough to support the replacement of these pumps, so other projects are being considered instead. This is discussed in more depth in Section 5.8.

FZ1 also has a number of other facilities relevant to flood control within its boundary that belong to various entities such as CALTrans, SMART, Novato Sanitary District, and North Marin Water

⁷ [Novato Flood Protection and Watershed Program](#), p.7

⁸ [Novato Watershed Program Fact Sheet](#)

District. All of these agencies have different responsibilities for infrastructure that impacts or is impacted by flooding in the area. This division of responsibilities mandates coordination between these jurisdictions.

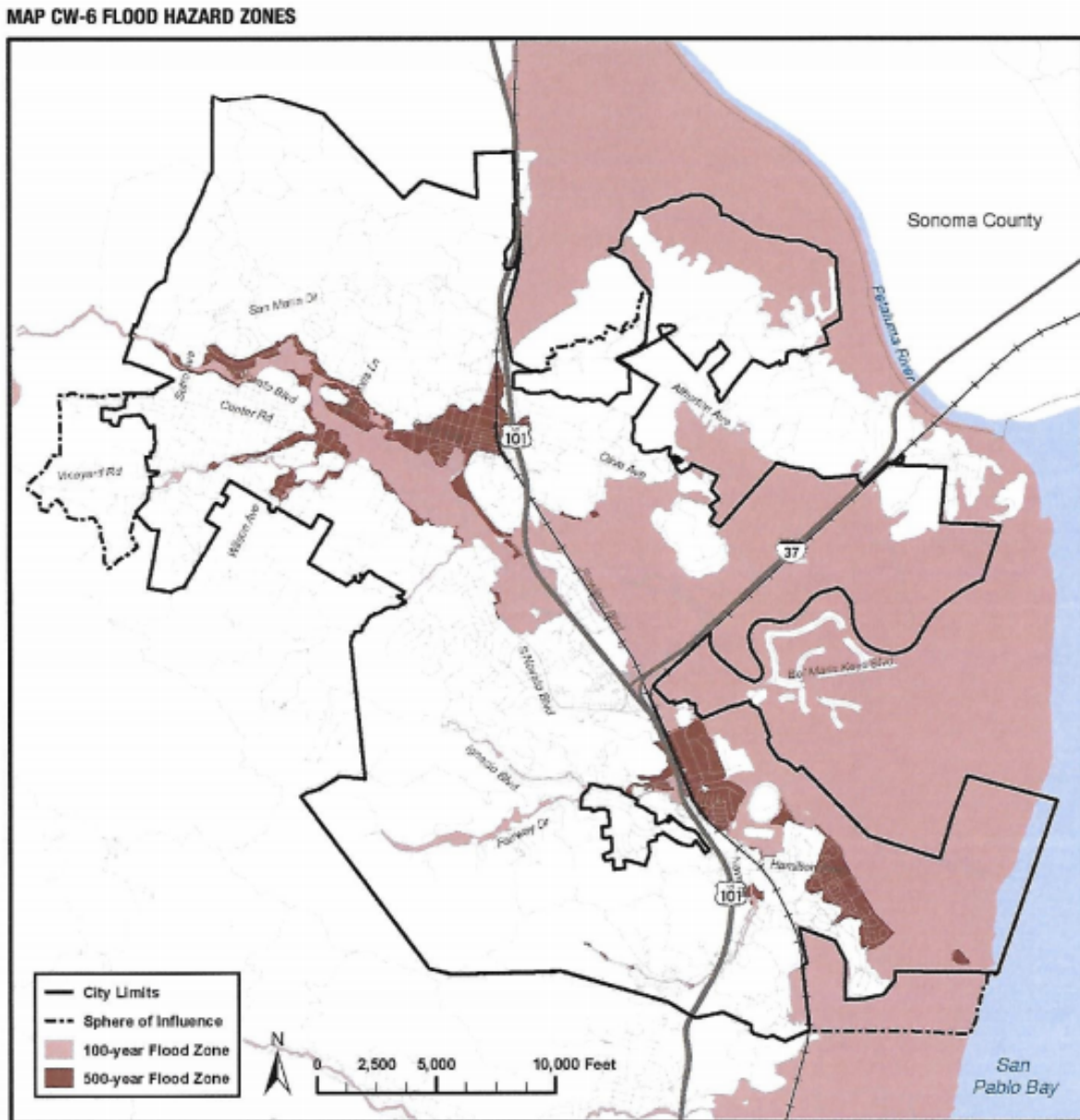
In some cases, it is clear where responsibilities lie and how the roles of the different agencies interrelate with one another. For example, FZ1 is responsible for addressing flooding from the major creeks, but the City of Novato remains responsible for local flood mitigation in incorporated areas, while the County is responsible for local flood mitigation in unincorporated areas. CalTrans is another example of an organization whose responsibilities are clear cut. CalTrans is aware that anything within their right of way is their responsibility to address.

A majority of maintenance responsibilities are clearly defined between the different agencies in the area. FZ1 has cooperative agreements with some of these entities to assist with maintenance and operations. With several exceptions, the City is generally responsible for getting storm drainage to the creeks (i.e. street drains, ditches) and Novato Sanitary District is generally responsible for the creeks, while FZ1 is responsible for basins, levees, and pump stations. This is by no means all-encompassing but gives a general idea of the distribution of responsibilities between different entities.

There are instances, however, where the designation of responsibilities breaks down. This makes it difficult to determine who is supposed to operate and maintain certain facilities. Old Town Novato Flood Group recently informed the District that they learned at a City Council meeting at which the City's Stormdrain Master Plan was discussed, that certain key drainage facilities linking some City street drains in Nave Gardens to the District-managed creeks were not the responsibility of the City. FZ1 had previously assumed the City had easements at these facilities. It turns out that in spite of the easements being drawn on the subdivision map that there has likely never been an offer of dedication of the easements nor acceptance of the easements by either agency. If something happened to these facilities (such as a sinkhole), it would affect the ability of the road drainage to drain to creeks. This shows that although there are some places where it is clear which agencies are responsible for which tasks, it is also clear that in other situations, no agency is designated to certain infrastructure and this could create problems if the infrastructure ever needed maintenance or hazard mitigation.

There is also a large amount of flood infrastructure on private lands that is not clearly the responsibility of one specific agency. It is important to FZ1, and all the other agencies within its boundaries, to maintain strong communications to ensure that responsibilities are clearly divided and that the activities of one agency do not impede the activities of another agency. Within the Flood Zone, some properties are presently at higher risk of flooding than others. FEMA has a flood hazard map, shown in Figure 5-3, which depicts the extent of projected flooding from 100- and 500-year floods. It is clear from this map that a large portion of the Flood Zone is at high risk of a 100-year flood (FEMA Special Flood Hazard Area) while the 500-year flood risk extends to a slightly larger area. With such a large portion of the Flood Zone at risk of flooding during a 100-year flood, it is no surprise that Highway 37 has been affected and that yards and streets have been overwhelmed with flooding in the Old Town Novato Area in recent years.

Figure 5-3: Zones at Risk of 100- and 500-Year Floods



Any property within the 100-year Flood Zone is included in a FEMA Special Flood Hazard Area. This area is significant when determining costs for flood insurance. The City of Novato in 1995 and the County of Marin in 2016 joined the Federal Emergency Management Agency (FEMA) Community Rating System (CRS). Based on a high-level review by LAFCo staff, it was approximated that the City of Novato has 1,382 policies, which cost \$1,133,120 in total. This averages out to \$853 annual cost in flood insurance to City of Novato residents. Since flood insurance premiums are many times higher in Special Flood Hazard Areas (SFHA) the average annual cost in SFHAs is likely higher than \$853 annually.

It is of note, that this analysis only covers the City of Novato. Additionally, any parcel in the Flood Hazard Area is charged significantly higher rates for flood zone insurance, so the \$853 annual average does not capture unincorporated areas at all, nor does it capture how high costs can be in higher risk areas and may overstate insurance costs in lower risks areas. That being said, this does give a good frame of reference for the annual costs of flood insurance. A more in-depth analysis by FZ1 Staff and the City of Novato would be necessary to get a picture of insurance costs throughout the district and the potential for savings.

Currently, both the City and the County are in CRS class 6, which can get a homeowner a 20% discount on flood insurance⁹. For those in the Special Flood Hazard Area, this 20% discount can significantly reduce the costs of their flood insurance. Floodplain management activities above and beyond basic FEMA requirements may help residents get further reductions in insurance premiums, but additional activities are nearly impossible without a larger revenue source for the Flood Zone to work with.

5.6 ORGANIZATION STRUCTURE

Advisory Board

Flood Control Zone #1 was formed by the Board of Supervisors of the Marin County Flood Control and Water Conservation District. The goal was to create a zone that would improve flood protection for businesses, government, and emergency service facilities, as well as homeowners and residents in the watershed.¹⁰ It is 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
Damon Connolly (District 1)	2 nd -Vice President	Government	Expires January 2023
Katie Rice (District 2)	Supervisor	Government	Expires January 2025
Stephanie Moulton-Peters (District 3)	Supervisor	Government	Expires January 2025
Dennis Rodoni (District 4)	President	Construction	Expires January 2025
Judy Arnold (District 5)	Vice President	Government	Expires January 2023

⁹ [National Flood Insurance Community Rating System](#)

¹⁰ [Novato Creek Watershed Benefit Assessment FAQ](#)

Advisory Board

The Board of Supervisors appoints five (5) members, who shall reside in Flood Control Zone #1, to an Advisory Board that oversees the zone. The Advisory Board will make recommendations to the Board of Supervisors on necessary actions. This Advisory Board meets on the first Thursday of February to discuss annual items such as maintenance updates and the budget. 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 5-3.

Table 5-3: Flood Control Zone #1 Advisory Board Members

Member	Position	Term
William (Bill) Long	Chairperson	2019-2023
James (Jim) Grossi	Vice-Chairperson	2019-2023
Drew McIntyre	Board Member	2017-2021
Gary Butler	Board Member	2019-2023
Susan Lattanzio	Board Member	2018-2021

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 at least once a year as required by the by-laws. The meeting date, time, and location are posted on the Marin Watershed Program website: <https://www.marinwatersheds.org/>. Meetings are being held virtually for the time being in response to Executive Order N-29-20 which arose as a result of the Novel COVID-19.

Also posted on the website are agendas, staff reports, and meeting minutes, as well as periodic Statements of Proposed Action regarding Zone maintenance projects. The Board met as recently as November 5, 2020, to hear updates on the budget and current projects, as well as discuss the Zone’s vision for the future - namely surrounding the work plan and funding strategies, as well as climate change and other auxiliary items.

5.8 FINANCIAL OVERVIEW

Flood Control Zone #1 posts draft budgets on the Marin Watershed Program Website as part of meeting packet materials. The draft budgets have changed in structure every few years over the last 10 years, but the most recent budget included actuals for the prior year, a proposed budget for the upcoming year, and preliminary estimates for the two following years.

At the November 2020 FZ1 Advisory Board meeting, a new budget structure was introduced consistent with the County’s financial system. A baseline budget that excludes major project expenses was recommended by the County Administrator’s Office and will be utilized; this budget is expected to stay relatively consistent year to year to avoid the inconsistent spikes from major project expenditures. Any project expenditures will now require separate budgets and approval actions.¹¹

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 FZ1 shows a general trend upwards, rising by \$4.5 million between FY 2017-18 (Actual) and FY 2019-20 (Proposed). This is mostly due to an uptick in Maintenance of Facilities, Professional Services and Trade or Construction Services, and Utilities. Most other costs stayed relatively steady with only small increases. Some even fell.

Total expenditure in FY 2019-20 was set to be \$6,590,636 with revenue lagging slightly behind at \$4,086,574 (\$2,842,356 in actual revenues and \$1,247,218 in Grant Reimbursements). The Zone is able to cover this deficit because they have an unrestricted fund balance entering FY 2019-20 of \$3,888,099. They anticipate spending this restricted fund balance down to \$1,162,036 in FY 2019-20 and then slowly building the fund balance back up with increases in FY 2020-21 and FY 2021-22.¹²

FZ1’s budget from 2014/15 to 2019/20 is depicted below in Table 5-4.

¹¹ [FZ 1 Advisory Board Staff Report, November 5, 2020](#)

¹² [FZ1 Proposed FY 2019-2020 Budget](#)

Table 5-4: Flood Zone 1 Budget Table

Description	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20
Total Fund Balance	2,387,818.15	3,101,729.96	3,919,489.61	3,377,534.95	4,403,352.26	5,287,408.44
Unrestricted Fund Balance	2,009,180.97	2,905,395.55	3,239,186.08	2,768,729.70	3,326,870.62	4,751,173.15
Taxes & Interest	2,281,547.82	2,449,055.63	2,613,840.11	2,684,495.98	2,902,608.20	2,977,557.58
Intergovernmental	0.00	0.00	9,673.44	129,647.74	60,898.08	927,226.35
Misc Revenue	13,869.28	3,966.76	270,000.00	0.00	250.00	500.00
Transfers In	0.00	0.00	0.00	0.00	0.00	0.00
Total Revenue	2,295,417.10	2,453,022.39	2,893,513.55	2,814,143.72	2,963,756.28	3,905,283.93
Salaries & Benefits	817,486.27	920,717.23	1,030,226.69	989,590.33	1,044,442.10	968,958.14
Services & Supplies	764,019.02	714,545.51	2,405,241.52	798,736.08	1,035,258.00	1,188,528.95
Total Expense	1,581,505.29	1,635,262.74	3,435,468.21	1,788,326.41	2,079,700.10	2,157,487.09
Prior Year Encumbrance	378,637.18	196,334.41	680,303.53	608,805.25	1,076,481.64	536,235.29
Current Year Encumbrance	-196,334.41	-680,303.53	-608,805.25	-1,076,481.64	-536,235.29	-3,087,628.00
Ending Fund Balance	3,101,729.96	3,919,489.61	3,377,534.95	4,403,352.26	5,287,408.44	7,035,205.28
Ending Unrestricted Fund Balance	2,905,395.55	3,239,186.08	2,768,729.70	3,326,870.62	4,751,173.15	3,947,577.28

FZ1’s annual revenue comes from two main sources: the ad valorem tax (of which they receive 9.5% or \$2 million) and the \$9 parcel tax created in 1984. In total, revenues from non-one-time sources are about \$3,000,000 a year. Over the years, FZ1 has seen some fluctuations, namely in revenues attributed to miscellaneous sources, intergovernmental revenue (normally grants or money from Cities and State), and transfers in (also money transferred from cities). These variable revenues often come from grants and also money transferred from flood-control stakeholders in the zone, such as the City of Novato, to help fund flood control projects. These variable funds help make up for the deficit from the lagging parcel tax.

As for the two main sources of income, the ad valorem is relatively constant from year to year and rises most years. The \$9 parcel tax on the other hand is fixed and has been outpaced by the gradual rise in costs and aging infrastructure. Although FZ1 attempted to pass a new parcel tax in 2017 to address this issue, the ballot measure failed to pass. FZ1 is now focused on grant funding, but most grant funds do not cover 100% of design and construction¹³ and grant funding can be difficult to secure. FEMA Grants in particular are only awarded for hazard mitigation, not for routine

¹³ [FZ1 Advisory Board Meeting Minutes, November 16, 2017](#)

maintenance. Other grants require sustainability aspects to be considered when designing new projects, emphasizing habitat restoration in particular. Even when grants are secured, they do not always necessarily cover the costs of projects. Grants can sometimes require anywhere from 25-50% of a “local match” to be covered by FZ1. This means that even when grants are secured, funding may still become a burden to FZ1.

Flood Control Zone 1 has little to no revenue available for new capital projects.¹⁴ FZ1’s “[s]taff are faced with the challenges of maintaining aging infrastructure while simultaneously planning for sea-level rise adaptation with any additional funding dependent upon State and Federal grant programs”.¹⁵ Not only does this cause issues for funding future construction, but it also impedes funding for current construction. When it is too expensive to replace pumps, costs associated with extending the life of these aging pumps begin to mount.

The Lynwood Pump Station is a great example of this issue. This pump has been overdue for a replacement for years. FZ1 made plans to replace the pump back in 2005 but did not have adequate funding to proceed. Maintenance of this pump station has since cost the zone \$369,312 for repairs and replacement of parts as the station continues to deteriorate. This is money that could have gone towards pump station rehabilitation and/or upgrades instead. What makes matters worse is that even with repairs in place, the pump station cannot operate at its full capacity due to a lack of back-up power. Installation of a generator for back-up power would have been particularly beneficial as the PG&E power goes out at this location many times per year, but with limited funds this type of project is impossible.

As the above example shows, funding is undoubtedly a concern for FZ1 in the future. Multiple projects have been scaled back or abandoned over the last 10-20 years, and although Lynwood Pump Station serves as a prime example of this issue, FZ1 has also had to scale back other projects. Budget constraints caused FZ1 to forgo additive items that would have been beneficial to them in both the Deer Island Basin Complex Tidal Wetlands Restoration Project design and the Simmons Slough construction project because of concerns with unfunded maintenance needs. Deer Island Basin also had to be scaled back when all the consultant proposals were over budget.

If all the Zone did was maintain what they have without building any new facilities, they estimate needing an additional \$1-2 million per year, **in addition** to the slightly less than \$3 million in revenue that FZ1 currently brings in, to be in good operating stance. This in total would account for covering the \$2 million operating budget, setting aside at least \$2 million per year in a fund for repairs and rehabilitation (R&R) of levees and pump stations, and sediment removal (which requires around \$500,000 to be set aside per year but occurs every 4 years). This would be money that accounted for Operations & Maintenance, Repair, Rehabilitation & Reconstruction (all activities that are NOT grant eligible). This does not include any additive activities, nor does it

¹⁴ [Novato Flood Protection and Watershed Program](#), p. 1

¹⁵ [FZ 1 Advisory Board Staff Report, November 5, 2020](#)

account for activities that FZ1 may be relying on grant revenue for. (See earlier sections about the unreliability of grant funding.)

After the loss of the ballot measure that FZ1 put forward for more funding in 2017, FZ1 has had to consider alternatives, especially the immediate needs of its 3 aging pump stations. The first alternative is setting aside money for rehabilitation to simply extend the life of the pump stations. The second is to design entirely new pump stations located at different and possibly more productive locations, that would simultaneously qualify for grant matching funds. FZ1 may also be able to appeal to other interested parties, namely SMART and CalTrans, to help fund projects that would have a dual-benefit for the functionality of those two public agencies' services.

The Novato Watershed Program was also created as a joint effort between the County, FZ1, Novato Sanitary District, City of Novato, and North Marin Water District in an effort to address the funding issue FZ1 is experiencing, especially because the Flood Control Zone foresees increased flood risks related to rising sea levels and a changing climate that capital projects will be necessary to mitigate.

The capital projects proposed by the Novato Watershed Program are expected to cost around \$31 million (2017 cost estimates). Although the Novato Watershed Program is well-positioned to aggressively pursue grant funds for project implementation, grants usually have to be matched.¹⁶ What is more, FZ1 hoped to fund 2/3 of the project through the 2017 special parcel tax that has since failed to pass. How this will be funded now is less clear.

It is apparent that staff has had to cut back on maintenance, repairs, and construction because of budget constraints in recent years. As climate change-related issues increase flood control needs in the area, without a new revenue source FZ1 may not have sufficient funds to adequately serve their region in the years to come.¹⁷ This is a problem that needs to be addressed immediately, as flood control is a vital service to this area.

If this problem is neglected, residents in the Zone should expect more flooding in areas that are already at risk, such as Nave Gardens, as well as flooding in areas that were perceived as lower risk. They will also be faced with the threat of the rising cost of flood insurance in areas that used to have lower rates.

¹⁶ [Novato Flood Protection and Watershed Program](#), p. 1

5.9 SUSTAINABILITY

FZ1 is directly affected by climate change. Heat from the globe's rising temperatures is absorbed by the ocean, which leads to sea-level rise and increases the severity of winter storms, both factors which exacerbate flooding issues in an already flood-prone region.

In addition, in 2017 as a sustainability initiative, the Regional Water Quality Control Board began regulating the District's regular preventive creek maintenance. Through the new programmatic permit, there are restrictions on the amount of maintenance that can be performed each year, mandates for the development of quantitative thresholds for creek maintenance, and significant recurring fees to be paid to the water board that take away from the amount of funding that can be spent on physical creek maintenance. This change affects FZ1 more than the other zones because this zone owns and/or has maintenance easements over a much larger network of creeks than in any other zone. FZ1 *has* to keep climate change in mind when looking at future capital projects, for both legal and weather-related reasons.

The 2016 Hydraulic Study, conducted by the Novato Watershed Program, provided a computerized program that created an "existing conditions" model. This allowed for the analysis of known storm and flood events. This existing condition model also allowed for the projection of impacts that any potential flood control project would have on flood protection, and the analysis and management of present conditions. This created the opportunity to see the long-term effects that forward-thinking projects may have and sets FZ1 up for more successful planning of future flood mitigation and allows FZ1 to incorporate the anticipated impacts of climate change.

FZ1 is not only impacted by sustainability concerns, their actions can also create sustainability concerns. FZ1 contains the Novato Creek Baylands within its boundaries and protecting and restoring this vital habitat is important to FZ1. FZ1 hopes to keep not only climate change but also habitat protection and restoration at the forefront of their practices. By promoting future capital projects that will work with natural processes to manage flooding, the proposed projects intend to restore stream and wetland habitats, positively impact water quality, and allow for adaptation to sea level rise. The Deer Island Basin Tidal Marsh restoration design is an example of one of these projects which marries sustainability and habitat restoration.

Novato Area Supplemental FZ 1 Draft MSR Comments Received and Responses March 16 2021

Date	Name	Title	Forum for Comment	Comment	Responses
February 2, 2021	Jim Grossi	FZ1 Advisory Board Member	Flood Zone 1 Public Meeting	Jim Grossi's name is misspelled in the report.	Fixed the spelling of Jim Grossi's name on the report.
February 2, 2021	Drew McIntyre	FZ1 Advisory Board Member	Flood Zone 1 Public Meeting	Asked us to provide expansion in document that discusses roles and responsibilities between Zone 1 and County as well. Interfaces between FZ1 and agencies in the area that already exist in the current draft rather than only focusing on the increased cooperation that is necessary.	Added in a paragraph about the divisions of responsibility between the FZ and the City, as well as between the FZ and CalTrans/NSD on page 20.
February 2, 2021	Gary Butler	FZ1 Advisory Board Member	Flood Zone 1 Public Meeting	Gary asked a question about revenue being unlimited, and whether or not the Flood Zone had more revenue available than they realized.	Staff followed up with FZ Staff and added in some commentary on page 10 and 11 that County may occasionally offer up funds for a project but that this funding is one-time only and shouldn't be relied on, the same way projects with the City, Sanitary District, CALTrans, or any other agency are one-time collaborations not consistent sources of funding.
February 2, 2021	Tom Jordan	Member of the Public	Flood Zone 1 Public Meeting	Made a recommendation that due to the multi-jurisdictional nature of the Zone, that partnerships are utilized when seeking funds.	This was already addressed in the report on pages 10 & 11
February 2, 2021	Bill Long	FZ1 Advisory Board Member	Flood Zone 1	Bill Long emphasized the importance of cooperation, particularly between FZ1 and the City.	Mentioned in commentary encouraging cooperation on page 12.
February 9, 2021	Chris Skelton	LAFCo Commission Member	LAFCo Commission Meeting	Commissioner Skelton wanted to know whether or not there was any knowledge about insurance classes, and the potential savings if the Flood Zone were to secure funding to enable projects that would move them into a higher CRS Class.	A determination was made asking FZ1 to work together with the City to do an analysis of the projects and associated funding necessary to move them into a higher CRS class, and also do analysis that would project the savings available to residents on FZ insurance should that higher CRS class be achieved on page 13.
February 9, 2021	Barbara Coler	LAFCo Commission Member	Email/LAFCo Commission Meeting	Wanted to confirm that there were no DUCs in the area.	Staff confirmed that there were no DUCs in the area.
				Asked for clarity on the range of costs needed for the Flood Zone, and how to bring in those monies.	Staff added in a section of the determinations which urged the Flood Zone to try another ballot measure, and added some analysis on how to make that measure more attractive to the voting public on page 11. Language defining how much more revenue is needed was added on page 25.
				Asked that a map be created that overlays the City of Novato boundaries.	This map was created and added to the report on page 16.
				Urged that match could be match be pointed to on page 21 as a reason to run for another ballot measure, as could threatening to lose flood insure or suffer cancellations.	Staff added part about ballot measure to secure revenue for a funding match on page 10, and a sentence or two about the risks to the Zone if funding isn't secured on page 26.
				Asked us to highlight more extensively the equipment needing replacement, other areas the funding could be used, possible dangers by not doing so, and alternatives for grants and funding.	Staff felt they had already addressed other areas the funding could be used through the discussion of different pump placements rather than replacing current pumps on page 25. Added alternatives for grants and funding through discussion of a different approach to a ballot measure. Added in language about the dangers associated with not securing better funding on page 26.
Asked that the "Red Flag" in the report be made more obvious regarding FZ1's current financial position.	Stronger language added in the determinations on pages 10 & 11				

March 2, 2021	Bill Long	FZ 1 Advisory Board Member	Email	<p>Asked us to add a note that the City (or County, in unincorporated areas) is responsible for local flood mitigation while the District is responsible for flooding from the major creeks.</p> <p>Shared a map from the Novato General Plan and asked that it supplemented commentary on page 17.</p> <p>Asked that there be a discussion about cost of insurance and potential savings.</p>	<p>Added this in on page 20, and felt it also addressed, in part, Drew McIntyre's February 2, 2021 comment.</p> <p>Staff added this map to the report along with some analysis, but felt it fit better with comments on page 21 & 22 and placed it accordingly.</p> <p>Staff discussed this with Flood Zone Staff and City Staff. FZ1 Staff felt that rather than doing our own analysis of insurance, it made more sense to add a determination on page 13 asking FZ1 and City staff to produce some analysis on average insurance costs, potential CRS Class movement, and the savings that could be associated with this.</p>
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Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

AGENDA REPORT

April 8, 2021

Item No. 6 (Public Hearing)

TO: Local Agency Formation Commission

FROM: Jeren Seibel, Policy Analyst

SUBJECT: Presentation of the Twin Cities Area Municipal Service Review Public Draft [Information Only]

Background

On February 26, 2021, staff released the draft (attached) of the Twin Cities 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 Friday, April 9. 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 April 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 and this item should be continued to the next meeting for final approval.

Attachment:

- 1) Public Draft of Twin Cities Area MSR

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Public Member



Marin Local Agency Formation Commission

Municipal Service Review

Twin Cities Region

PUBLIC DRAFT

PREFACE

This Municipal Services Review (MSR) documents and analyzes services provided by local governmental agencies in the Twin Cities 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
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Jason Fried	Executive Director
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Table of Contents

1.0	INTRODUCTION	6
1.1	ROLE AND RESPONSIBILITY OF LAFCo	6
1.2	MUNICIPAL SERVICE REVIEWS	7
1.3	MARIN LAFCo COMPOSITION	8
2.0	EXECUTIVE SUMMARY	9
2.1	AFFECTED PUBLIC AGENCIES	9
2.2	PLANS, POLICIES, STUDIES	10
2.3	AGENCY AND PUBLIC PARTICIPATION	11
2.4	WRITTEN DETERMINATIONS	11
3.0	DETERMINATIONS	13
4.0	REGIONAL SETTING	18
5.0	CITY OF LARKSPUR	21
5.1	OVERVIEW	21
5.2	FORMATION AND DEVELOPMENT	21
5.3	JURISDICTIONAL BOUNDARY AND SPHERE OF INFLUENCE	22
5.4	POPULATION AND GROWTH	23
5.5	ORGANIZATION STRUCTURE	24
5.6	ACCOUNTABILITY AND TRANSPARENCY	26
5.7	MUNICIPAL SERVICES	26
5.8	FINANCIAL OVERVIEW	35
5.9	SUSTAINABILITY	39
6.0	TOWN OF CORTE MADERA	41
6.1	OVERVIEW	41
6.2	FORMATION AND DEVELOPMENT	41
6.3	JURISDICTIONAL BOUNDARY AND SPHERE OF INFLUENCE	42
6.4	POPULATION AND GROWTH	43
6.5	ORGANIZATION STRUCTURE	44
6.6	ACCOUNTABILITY AND TRANSPARENCY	46
6.7	MUNICIPAL SERVICES	47
6.8	FINANCIAL OVERVIEW	54
6.9	SUSTAINABILITY	58
7.0	CENTRAL MARIN FIRE DEPARTMENT	59
7.1	OVERVIEW	59
7.2	FORMATION AND DEVELOPMENT	60
7.3	MUNICIPAL SERVICES	61
7.4	ORGANIZATION STRUCTURE	65
7.5	ACCOUNTABILITY AND TRANSPARENCY	67

7.6	FINANCIAL OVERVIEW	68
7.7	WILDLAND FIRE PREPAREDNESS.....	71
8.0	<u>CENTRAL MARIN POLICE AUTHORITY</u>	<u>73</u>
8.1	OVERVIEW	73
8.2	FORMATION AND DEVELOPMENT	74
8.3	MUNICIPAL SERVICES	75
8.4	ORGANIZATION STRUCTURE	83
8.5	ACCOUNTABILITY AND TRANSPARENCY	84
8.6	FINANCIAL OVERVIEW	85
8.7	SUSTAINABILITY	90
9.0	<u>COUNTY SERVICE AREA #16</u>	<u>92</u>
9.1	OVERVIEW	92
9.2	FORMATION AND DEVELOPMENT	92
9.3	JURISDICTIONAL BOUNDARY AND SPHERE OF INFLUENCE.....	93
9.4	POPULATION AND GROWTH.....	94
9.5	ORGANIZATION STRUCTURE	94
9.6	ACCOUNTABILITY AND TRANSPARENCY	95
9.7	MUNICIPAL SERVICES	95
9.8	FINANCIAL OVERVIEW	96
9.9	SUSTAINABILITY	97
10.0	<u>COUNTY SERVICE AREA #17</u>	<u>98</u>
10.1	OVERVIEW	98
10.2	FORMATION AND DEVELOPMENT	98
10.3	JURISDICTIONAL BOUNDARY AND SPHERE OF INFLUENCE.....	99
10.4	POPULATION AND GROWTH	100
10.5	ORGANIZATION STRUCTURE	100
10.6	ACCOUNTABILITY AND TRANSPARENCY	101
10.7	MUNICIPAL SERVICES	102
10.8	FINANCIAL OVERVIEW	103
10.9	SUSTAINABILITY	105

List of Figures

FIGURE 4-1: TWIN CITIES MUNICIPAL SERVICE REVIEW OVERVIEW MAP	18
FIGURE 4-2: MAP OF UNINCORPORATED ISLANDS IN THE LARKSPUR AREA	20
FIGURE 5-1: CITY OF LARKSPUR JURISDICTIONAL BOUNDARY MAP	22
FIGURE 5-2: ZONING MAP FOR THE CITY OF LARKSPUR	24
FIGURE 5-3: CITY OF LARKSPUR ORGANIZATION CHART	25
FIGURE 5-4: CITY OF LARKSPUR RECREATION EXPENDITURES.....	29
FIGURE 5-5: CITY OF LARKSPUR LIBRARY EXPENDITURES	30
FIGURE 5-6: CITY OF LARKSPUR ENGINEERING EXPENDITURES	33
FIGURE 5-7: CITY OF LARKSPUR PARK MAINTENANCE EXPENDITURES	34
FIGURE 5-8: CITY OF LARKSPUR STREET MAINTENANCE EXPENDITURES.....	35
FIGURE 5-9: CITY OF LARKSPUR GENERAL FUND BUDGET	37
FIGURE 5-10: CITY OF LARKSPUR CHART OF EXPENDITURES BY DEPARTMENT.....	38
FIGURE 6-1: MAP OF TOWN OF CORTE MADERA JURISDICTIONAL BOUNDARY AND SOI.....	42
FIGURE 6-2: TOWN OF CORTE MADERA ZONING MAP	44
FIGURE 6-3: TOWN OF CORTE MADERA ORGANIZATIONAL CHART	46
FIGURE 6-4: TOWN OF CORTE MADERA POLICE EXPENDITURES.....	48
FIGURE 6-5: TOWN OF CORTE MADERA FIRE EXPENDITURES	49
FIGURE 6-6: TOWN OF CORTE MADERA RECREATION EXPENDITURES	50
FIGURE 6-7: TOWN OF CORTE MADERA SANITARY DISTRICT EXPENDITURES	52
FIGURE 6-8: TOWN OF CORTE MADERA PUBLIC WORKS EXPENDITURES	54
FIGURE 6-9: TOWN OF CORTE MADERA BUDGET.....	56
FIGURE 7-1: MAP OF THE CENTRAL MARIN FIRE DEPARTMENT'S JURISDICTIONAL BOUNDARY	59
FIGURE 7-2: CMFD RESPONSES BY INCIDENT TYPE	62
FIGURE 7-3: CMFD RESPONSES BY INCIDENT TYPE CONTINUED	63
FIGURE 7-4: CMFD RESPONSES BY INCIDENT TYPE CONTINUED	64
FIGURE 7-5: CMFD ORGANIZATIONAL CHART	67
FIGURE 7-6: CMFD BUDGET.....	69
FIGURE 7-7: CMFD BREAKDOWN OF REVENUES, EXPENDITURES, AND CHANGE IN FUNDS	70
FIGURE 8-1: CMPA JURISDICTIONAL BOUNDARY	73
FIGURE 8-2: CMPA FIELD OPERATIONS ORGANIZATIONAL CHART	77
FIGURE 8-3: CMPA SUPPORT SERVICES ORGANIZATIONAL CHART.....	78
FIGURE 8-4: CMPA CALLS FOR SERVICE ANALYSIS.....	79
FIGURE 8-5: CORTE MADERA'S TOP CALLS FOR SERVICE	80
FIGURE 8-6: LARKSPUR TOP CALLS FOR SERVICE	81
FIGURE 8-7: SAN ANSELMO'S TOP CALLS FOR SERVICE	82
FIGURE 8-8: MAJOR CRIME REPORTS BY TOWN AND TYPE	83
FIGURE 8-9: CMPA SPENDING BREAKDOWN.....	86
FIGURE 8-10: CMPA REVENUE SOURCES	87
FIGURE 8-11: CMPA FUNDING SHARES FY 2020-21.....	88
FIGURE 8-12: CMPA HEADQUARTERS' SUSTAINABILITY EFFORTS	91
FIGURE 9-1: CSA 16 BOUNDARY	93
FIGURE 9-2: CSA 16 BUDGET.....	96
FIGURE 10-1: CSA 17 BOUNDARY	99
FIGURE 10-2: PARCEL MAP OF CSA 17.....	100
FIGURE 10-3: CSA 17 KENTFIELD REVENUES AND EXPENDITURES.....	104
FIGURE 10-4: CSA 17 POLICE SERVICES REVENUES AND EXPENDITURES	104
FIGURE 10-5: CSA 17 LICENSE PLATE READERS REVENUES AND EXPENDITURES	105

List of Tables

TABLE 1-1: LAFCo'S REGULATORY POWERS	7
TABLE 1-2: MANDATORY DETERMINATIONS	8
TABLE 1-3: MARIN LAFCo COMMISSION MEMBERSHIP	8
TABLE 2-1: TWIN CITIES REGIONAL MSR AGENCIES	9
TABLE 2-2: TWIN CITIES REGIONAL AGENCIES' MEETING INFORMATION	11
TABLE 5-1: CITY OF LARKSPUR OVERVIEW	21
TABLE 5-2: CITY OF LARKSPUR CITY COUNCIL MEMBERS	25
TABLE 6-1: TOWN OF CORTE MADERA OVERVIEW	41
TABLE 6-2: TOWN OF CORTE MADERA TOWN COUNCIL MEMBERS	45
TABLE 7-1: CENTRAL MARIN FIRE DEPARTMENT OVERVIEW	60
TABLE 7-2: RESOURCES AND PERSONNEL FOR DIFFERENT INCIDENT TYPES	64
TABLE 7-3: CMFD APPARATUS INVENTORY	65
TABLE 7-4: CMFD FIRE COUNCIL MEMBERS	66
TABLE 8-1: CMPA OVERVIEW	74
TABLE 8-2: CMPA POLICE COUNCIL MEMBERS	84
TABLE 9-1: CSA 16 OVERVIEW	92
TABLE 9-2: CSA 16 ADVISORY BOARD MEMBERS	94
TABLE 10-1: CSA 17 OVERVIEW	98
TABLE 10-2: KENTFIELD PLANNING ADVISORY BOARD MEMBERS	101

1.0 INTRODUCTION

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

LAFCo's principal regulatory responsibility involves approving or disapproving all jurisdictional changes involving the establishment, expansion, and reorganization of cities and most special districts.¹ 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.

¹ 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.

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.

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

Mandatory Determinations / Municipal Service Reviews (Government Code Section 56430)
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

Name	Position	Agency Affiliation
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 or by visiting www.marinlafco.org.

2.0 EXECUTIVE SUMMARY

This study represents Marin LAFCo’s scheduled regional municipal service review of local agencies in the Twin Cities 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 six agencies operating in the Twin Cities Region as listed below and shown in Figure 2.1.

Table 2-1: Twin Cities Regional MSR Agencies

Twin Cities Agency Names
Town of Corte Madera
City of Larkspur
Central Marin Fire Authority
Central Marin Police Authority
County Service Area 16
County Service Area 17

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 Corte Madera and City of Larkspur 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). 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: Twin Cities Regional Agencies’ Meeting Information

Twin Cities Municipal Service Review – Agency Transparency					
Agency	Governing Body	Meeting Date/Time	Meeting Location	Televised/Streaming	Website
Town of Corte Madera	Town Council	1 st and 3 rd Tuesday at 6:30 p.m.	Town Council Chambers 300 Tamalpais Drive Corte Madera, CA 94925	https://www.townofcortemadera.org/910/Town-Council-Meetings	https://www.townofcortemadera.org/140/Town-Council
City of Larkspur	City Council	1 st and 3 rd Wednesday at 6:30 p.m.	City Council Chambers 400 Magnolia Ave. Larkspur, CA 94939	https://ca-larkspur2.civicplus.com/576/Watch-Live-Video	https://ca-larkspur2.civicplus.com/114/City-Council
Central Marin Fire Authority	Fire Council	2 nd Thursday of Feb., May, Aug., and Nov. at 6:30 p.m.	CMPA Community Room 250 Doherty Drive Larkspur, CA 94939	N/A	https://centralmarinfire.org/admin/fire-council
Central Marin Police Department	Police Council	2 nd Thursday of Feb., May, Aug., and Nov. at 6:00 p.m.	CMPA Community Room 250 Doherty Drive Larkspur, CA 94939	N/A	https://www.centralmarinpolice.org/198/POLICE-COUNCIL
County Service Area 16	Board of Supervisors	Tuesdays at 9:00 a.m.	3501 Civic Center Drive Room 330 San Rafael, CA 94901	https://www.marincounty.org/depts/bs/meeting-archive	https://www.marincounty.org/depts/bs
County Service Area 17	Board of Supervisors	3 rd Thursday of Feb., May, Aug., Nov. at 5:00 p.m.	3501 Civic Center Drive Room 330 San Rafael, CA 94901	https://www.marincounty.org/depts/bs/meeting-archive	https://www.marincounty.org/depts/bs

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 Larkspur, Town of Corte Madera, 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.

3.0 DETERMINATIONS

1. Growth and population projections for the affected area.

a) Anticipated growth in the study area is projected to be minimal. Both of the municipalities in the study area are essentially built out at this time. The City of Larkspur 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 Corte Madera similarly saw an annual growth rate of less than 1% over the past decade and is projected to have less than .5% annual growth rate in the coming decade.

b) The expected population and growth rate in unincorporated spaces around the study area is all fairly minimal. 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) Each of the reviewed agencies has shown a sufficient level offered of both services and infrastructure necessary to continue to provide the core services currently being provided into the immediate future. 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 Corte Madera, City of Larkspur, Central Marin Fire Department, Central Marin Police Authority, County Service Area 16, and County Service Area 17 all prepare annual budgets and prepare financial statements in accordance with established governmental accounting standards. The Town and City Councils, CMFD and CMPA Councils, and the County Board of Supervisors acting as the Board for the county service areas 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 Manager, City Manager, Fire Chief, Police Chief, and County Administrative Officer are authorized to transfer budgeted amounts between accounts, departments or funds under certain circumstances, however; the Town Council, City Council, Joint Powers Authority Councils, and County Board of Supervisors, acting as the Board for the county service areas, 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. In the short term, special care should be taken by any agency whose annual revenue totals are largely dependent upon excess Educational Revenue Augmentation Funds (ERAF), as recent intimations from the State legislature has pointed to the possibility of those funds being impacted in a number of counties including Marin County.

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) As was recently recommended by Marin LAFCo in the Upper Ross Valley Municipal Service Review, the Central Marin Fire Department, as well as the Kentfield Fire Protection District, should be included in a working group formed by Marin LAFCo to explore the possibility of creating a new independent or dependent single fire services district for the Ross Valley. If in the course of these exploratory discussions it is deemed that CMFD and KFPD have identified too many significant hurdles to continue the possibility of inclusion in the consolidation, a separate working group should be formed between Marin LAFCo, CMFD, and the KFPD to explore the possibility of the creation of a single district for fire services in the Twin Cities region. This new district could 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).

- Agency Type: With a mix of joint powers authorities and independent special districts, in the event that negotiations were able to overcome the political obstacles standing in the way of a unified agency, the difference in financing mechanisms between the agency types will present significant challenges.

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) The City of Larkspur has two small pockets of inhabited unincorporated space (island) that are significantly surrounded by the City and that are contiguous with its current jurisdictional boundaries. 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. At this time, Marin LAFCo recommends that City of Larkspur staff members, with support from Marin LAFCo staff, 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.

c) In the event that the unincorporated area that makes up approximately half of County Service Area 16 agrees to annexation to the City of Larkspur, Marin LAFCo recommends that the CSA be dissolved and the services being provided by the CSA become the responsibility of the City of Larkspur. Should the District and the City agree to the dissolving of the CSA and the duties being transferred 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 ensure all current and future funds designated for CSA 16's purposes are only appropriated for those services moving forward. In addition, the current advisory board for CSA 16 should remain in place as an advisory board to the

City for the services being provided. A possible mechanism, should residents desire to maintain the elevated landscaping services provided by the CSA, is the creation of an assessment district within the newly incorporated boundaries.

d) Over the course of the past two decades, numerous recommendations have been made for the exploration and, ultimately, consolidation of the member agencies of the Central Marin Sanitation Agency (CMSA) into a single sanitation district throughout the Ross Valley watershed. This recommendation originated in 2005 when CMSA commissioned Red Oak Consulting to study regionalization options and the firm recommended researching and proceeding towards total consolidation. Further exploration of this recommendation was reiterated by Marin LAFCo in 2007 in the Ross Valley Area Municipal Service Review and again in 2017 in the Central Marin Wastewater Municipal Service Review. In 2018, the Marin County Civil Grand Jury released a report recommending the consolidation of CMSA and its member agencies into a single sanitary/sanitation district. While it is still the position of Marin LAFCo that the exploration of consolidation of the sanitation agencies within the Ross Valley Watershed carries significant merit, with each of the member agencies having recently completed its own 5-year plan for infrastructure improvements, it is the recommendation of Marin LAFCo that a working group be formed between Marin LAFCo staff, CMSA, and representatives from the member agencies in order to explore a realistic pathway to the consolidation of the agencies into a single district in the next five years.

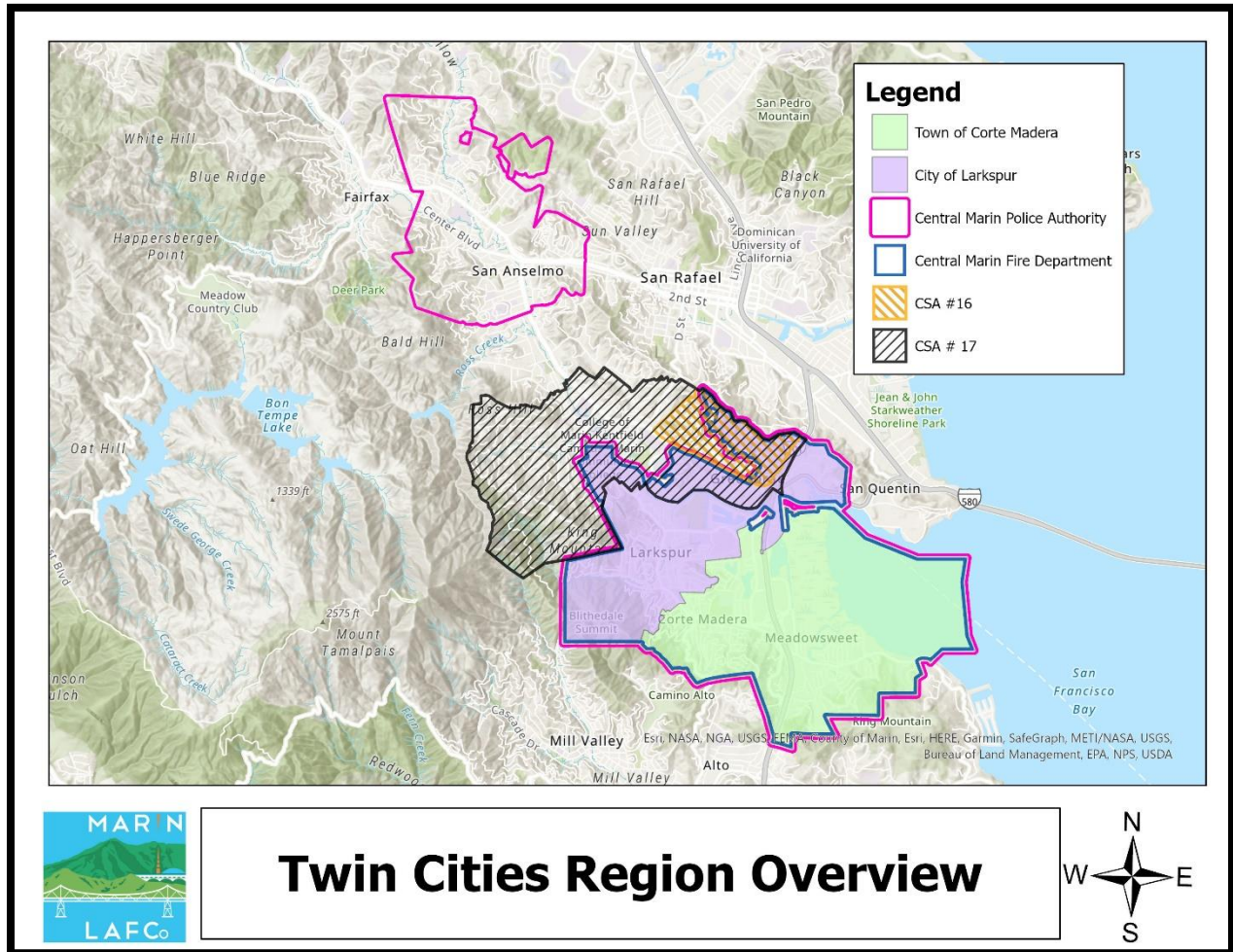
7. Any other matter related to effective or efficient service delivery, as required by commission policy

a) As the only means of access to the Greenbrae Boardwalk area is by way of the City of Larkspur, it is recommended that the area be removed from the sphere of influence of the Town of Corte Madera and added to the sphere of influence of the City of Larkspur.

b) The small unincorporated island along the northern border of the City of Larkspur in the Bayview Road and Tamalpais Road area should be added to the sphere of influence of the City of Larkspur.

4.0 REGIONAL SETTING

Figure 4-1: Twin Cities Municipal Service Review Overview Map



The Twin Cities Municipal Service Review (MSR) study area consists of the southern end of Marin County’s central valley serving the Corte Madera, Larkspur, and Greenbrae communities. Sir Francis Drake Boulevard is the major tie that binds the communities together. A total of six public agencies are included in the study (see Figure 4.1). Additionally, there are a handful of agencies that serve 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 the Kentfield Fire Protection District, Marin County Flood Control and Water Conservation District Zone 9, Marin Municipal Water District, and Ross Valley Sanitary District.

A few distinct communities lie within and adjacent to the Twin Cities 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.

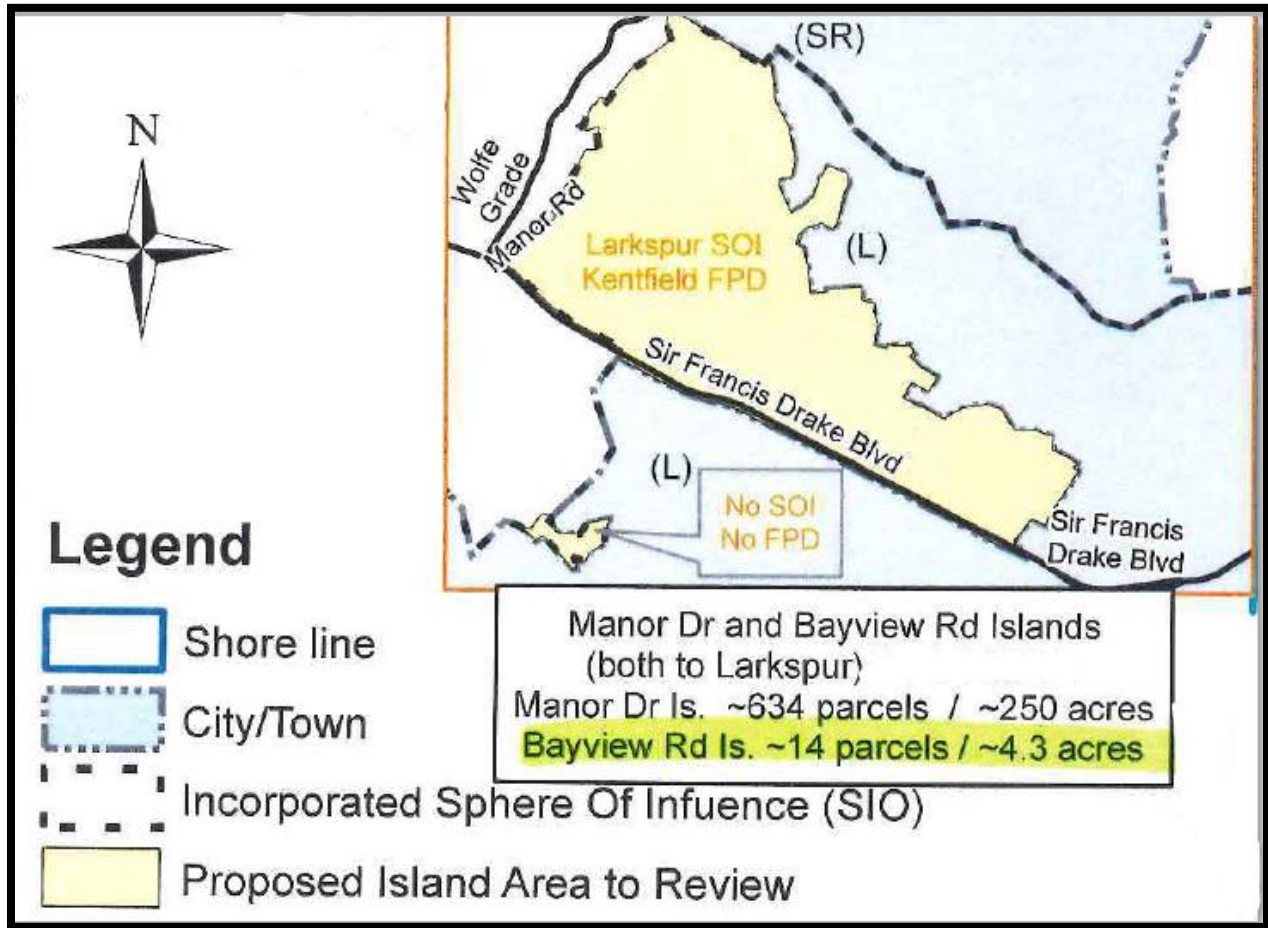
Within the study area, all incorporated and unincorporated communities are within the current boundary or service area of fire protection and emergency medical service providers. Northeast of the study area is the City of San Rafael. To the north and west of the study area is the census-designated place of Kentfield. To the southwest of the study area lies the City of Mill Valley, and to the southeast the Town of Tiburon and the census-designated place of Strawberry.

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 Twin Cities region that are substantially surrounded by the City of Larkspur: the Manor Road neighborhood in the northeast area of the City of Larkspur, and the Bayview Road/Tamalpais Road area to the north of the City of Larkspur. The Manor Road island is comprised of 634 parcels, a majority of which are developed, and is approximately 250 acres in size. The Bayview Road/Tamalpais Road island is 14 parcels and approximately 4.3 acres. At this time, all of the area within the Manor Road island is within the sphere of influence of the City of Larkspur, however, the Bayview Road/Tamalpais Road island is not. Marin LAFCo staff is making the recommendation to add the Bayview Road/Tamalpais Road island area to the sphere of influence of the City of Larkspur. A map of the two islands can be seen below in figure 4-2.

Figure 4-2: Map of Unincorporated Islands in the Larkspur Area



5.0 CITY OF LARKSPUR

5.1 OVERVIEW

The City of Larkspur is situated in the heart of Marin County’s Highway 101 corridor. The county’s two main arterials, U.S. Highway 101 and Sir Francis Drake Boulevard, run through the City, as they connect southern and central Marin County to one another. The City shares a border to the southeast with the Town of Corte Madera, to the southwest with the City of Mill Valley, and to the northeast with the City of San Rafael. The census-designated place of Kentfield lies to the northwest of the City, separating it from the Town of Ross in the heart of the Ross Valley. The jurisdictional boundary of the City of Larkspur is 3.19 square miles and, on the basis of the Town’s current zoning standards, is predominantly built out² at this time with very few vacant parcels remaining without approved project plans. According to the United States Census Bureau³, the City had an estimated population of 12,254 as of July 1, 2019.

The City provides a range of municipal services including parks and recreation, street maintenance, community development, library, police, and fire/emergency medical. Other municipal services to the Town are provided by various special districts.

Table 5-1: City of Larkspur Overview

City of Larkspur Overview	
City Manager:	Dan Schwarz
Main Office:	400 Magnolia Avenue, Larkspur
Council Chambers:	400 Magnolia Avenue, Larkspur
Formation Date:	March 1, 1908
Services Provided:	Parks & Recreation, Street Maintenance, Community Development, Library, Police, Fire/Emergency Medical
City Boundary:	3.19 sq. mi city limit; 4.37 sq. mi SOI
Population Served:	12,254

5.2 FORMATION AND DEVELOPMENT

Originally inhabited by the Coast Miwoks, the City of Larkspur’s first informal settlement came in the 1840s by way of timber industry workers harvesting trees in what was then known as the Rancho Corte Madera del Presidio. The large tract of land was granted by the Mexican government to John Reed for the purpose of supplying lumber to what is now San Francisco. Two sawmills were constructed in what is now Larkspur. Once the area had been cleared of a majority of its timber stock, ranching and farming became the region’s chief industries.

In 1874, the North Pacific Coast Railroad constructed tracks from Sausalito north into Sonoma County. In 1886, Charles W. Wright and his American Land Trust Company purchased a majority of what is now the City of Larkspur and subdivided the land. In an effort to convince the North Pacific Coast Railroad to construct a station on his land, Wright built five Victorian cottages and requested that his wife, Georgiana, offer a name for the potential station. When the station

² [City of Larkspur 2020-2040 Draft General Plan; Pg. 16](#)

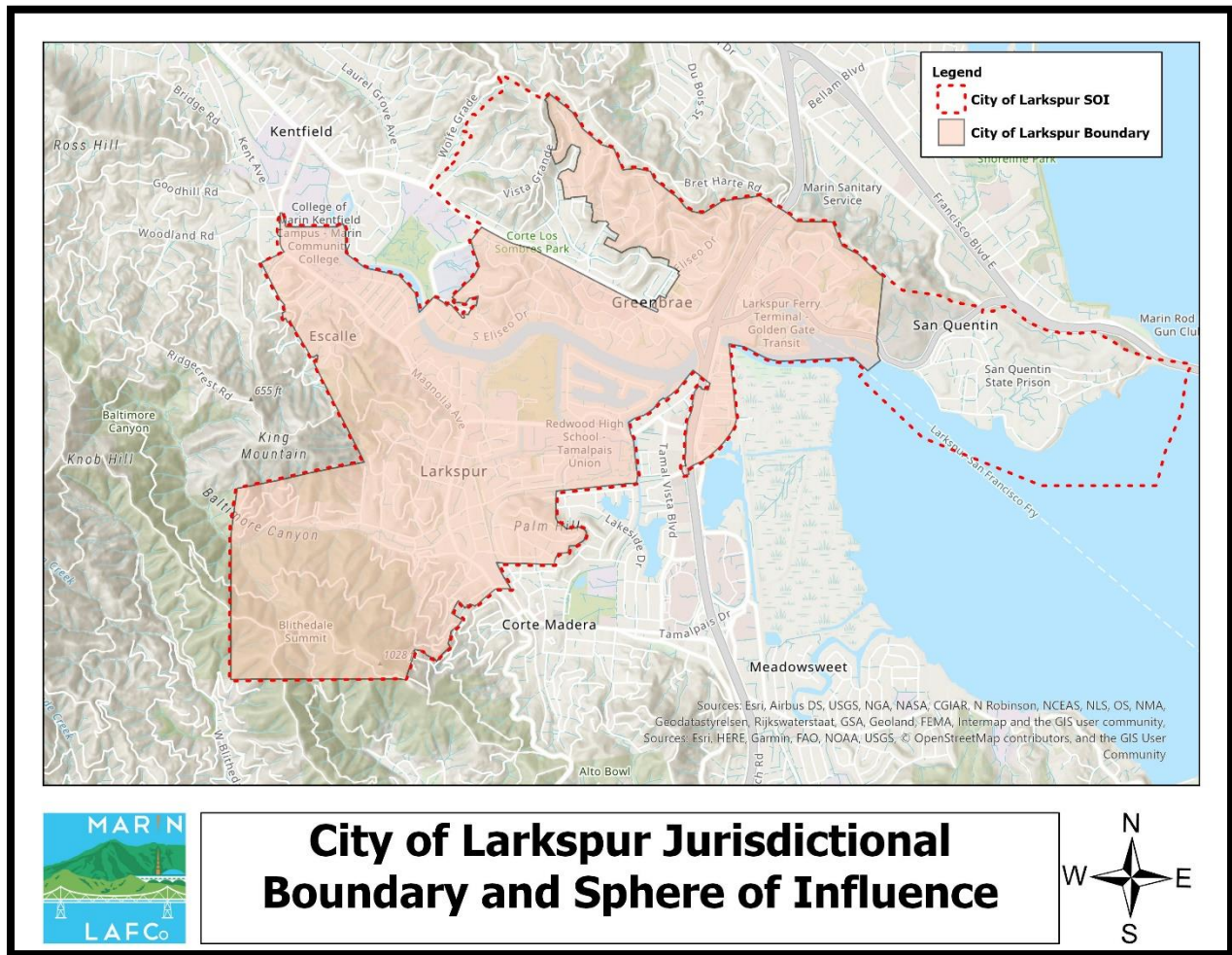
³ [U.S. Census Bureau QuickFacts](#)

was built in 1891, the railroad agreed to call it Larkspur, after the flower that Mrs. Wright had grown fond of growing in the hills. A post office was also constructed in 1891 and, propelled by the unexpected growth from families leaving the City of San Francisco after the destruction of the major earthquake, in March of 1908, the City of Larkspur was officially incorporated.

The City’s population growth saw its most significant boom between 1960 and 1970, when the total number of residents grew from 5,700 to 10,487. Today, the City’s total population has extended to just over approximately 12,000 total residents.

5.3 JURISDICTIONAL BOUNDARY AND SPHERE OF INFLUENCE

Figure 5-1: City of Larkspur Jurisdictional Boundary Map



The current jurisdictional boundary for the City of Larkspur is approximately 3.19 square miles (2043 acres). A majority of the City’s northwestern border is shared with the unincorporated community of Kentfield, which separates the City from the Town of Ross’s southern border. The City also shares stretches of its border with the City of San Rafael, City of Mill Valley, and the Town of Corte Madera. The unincorporated spaces that make up the Greenbrae Boardwalk and

the San Quentin Village area as well as the San Quentin State Prison each border areas of the Town's eastern boundary.

Most recently updated in 2007, the City's sphere of influence (SOI) is a fair amount larger than the jurisdictional boundary at approximately 4.37 square miles (2,796 acres). The total area included in the sphere that is outside of the city limits encompasses all of the San Quentin Peninsula and includes San Quentin State Prison area, as well as an apportionment of the community of Greenbrae to the north of the City. The included area of Greenbrae is an apportionment of the area within the jurisdictional boundary of County Service Area 16, which also includes land within city limits. The SOI previously included all of the unincorporated community of Kentfield, but a majority of the area was removed from the sphere in 2007 when Marin LAFCo determined that the updated definition of a sphere of influence no longer allowed for the community in its entirety to be included. This was due to the fact that Kentfield has independent sources of service that are comparable to services provided by the City of Larkspur and geographically is separate and distinct from the City. In addition, annexation of the entire community would cause a total population increase of over 50% to the City's current population which would put an unsustainable strain on the City's facilities and operations without fundamental changes.

5.4 POPULATION AND GROWTH

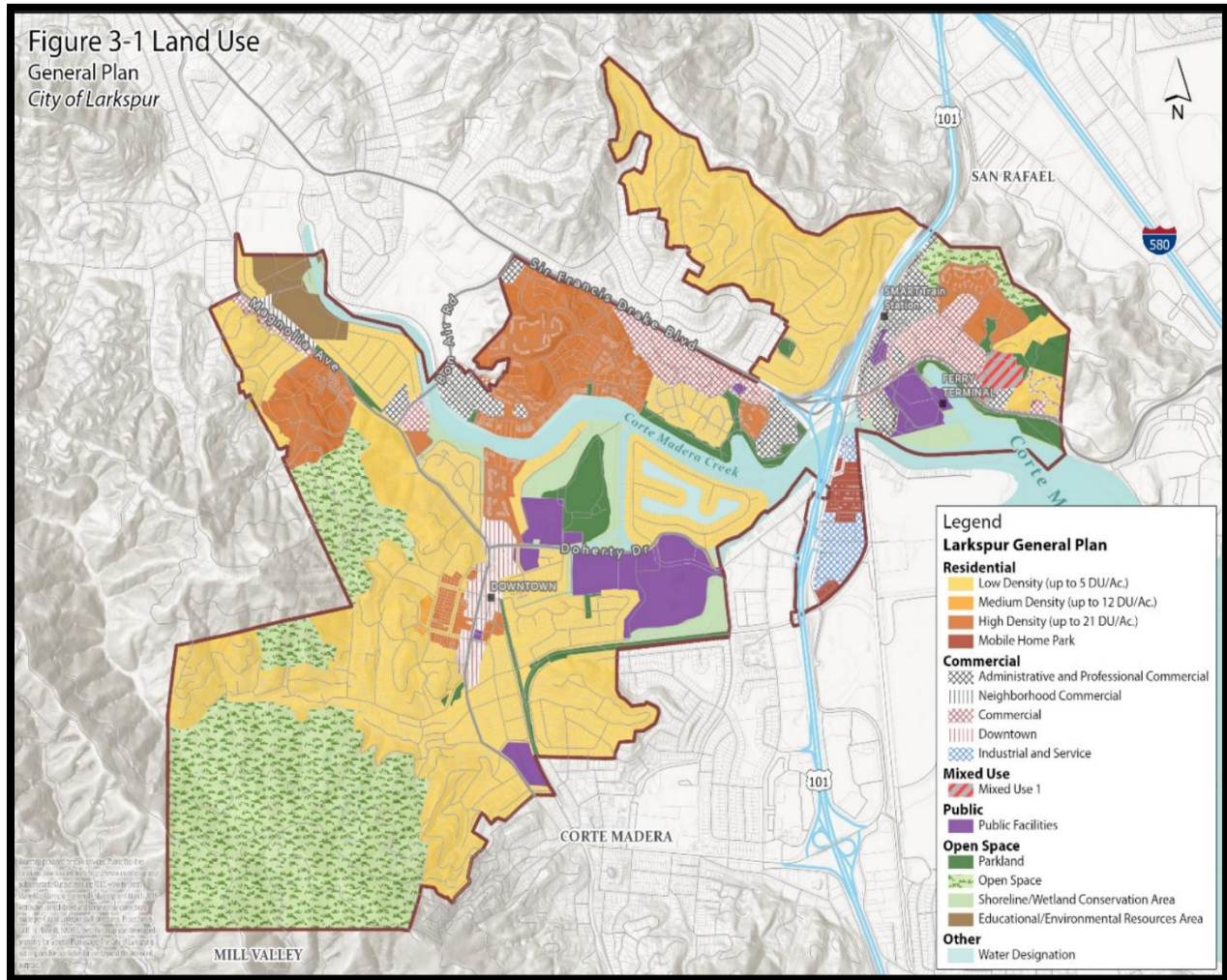
The City of Larkspur saw its greatest population boom between 1950 and 1970 when the total population of the City grew from 2,905 to 10,487. The official count from the 2010 Census put the City's population at 11,947. Since then, population estimates have held fairly steady with the most recent estimate in July of 2019 from the U.S. Census Bureau putting the City's population at 12,254. This equates to an annual population growth rate of approximately .25%.

The City is essentially built⁴ out at this time, with few remaining vacant lots zoned for development that have not already been given a prospective project designation. With 59%⁵ of the City's developed land being zoned as residential and a majority of that as low density (5 or less dwelling units per acre), the current projection is for the population growth to be fairly stagnant into the foreseeable future. A map of the zoning for the City can be seen below in figure 5-2.

⁴ [City of Larkspur 2020-2040 Draft General Plan; Pg. 16](#)

⁵ [City of Larkspur 2020-2040 Draft General Plan; Pg. 71](#)

Figure 5-2: Zoning Map for the City of Larkspur



5.5 ORGANIZATION STRUCTURE

Governance

The City of Larkspur operates under a council-manager form of government, in which legislative and policy functions are vested in the City Council while the City Manager conducts the day-to-day city business. The City Council for Larkspur is comprised of 5 members. The positions of Mayor and Vice-Mayor are rotated amongst the members on an annual basis. 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.

City Council duties include establishing legislation and policies governing the City; adopting all ordinances, resolutions, and major contracts; approving and modifying annual budgets; making appointments to advisory boards, commissions, and committees; and appointing the City Manager and City Attorney. City Council meetings are regularly held on the first and third Wednesday of each month at 6:30 p.m. at the City Council Chambers at 400 Magnolia Avenue in Larkspur.

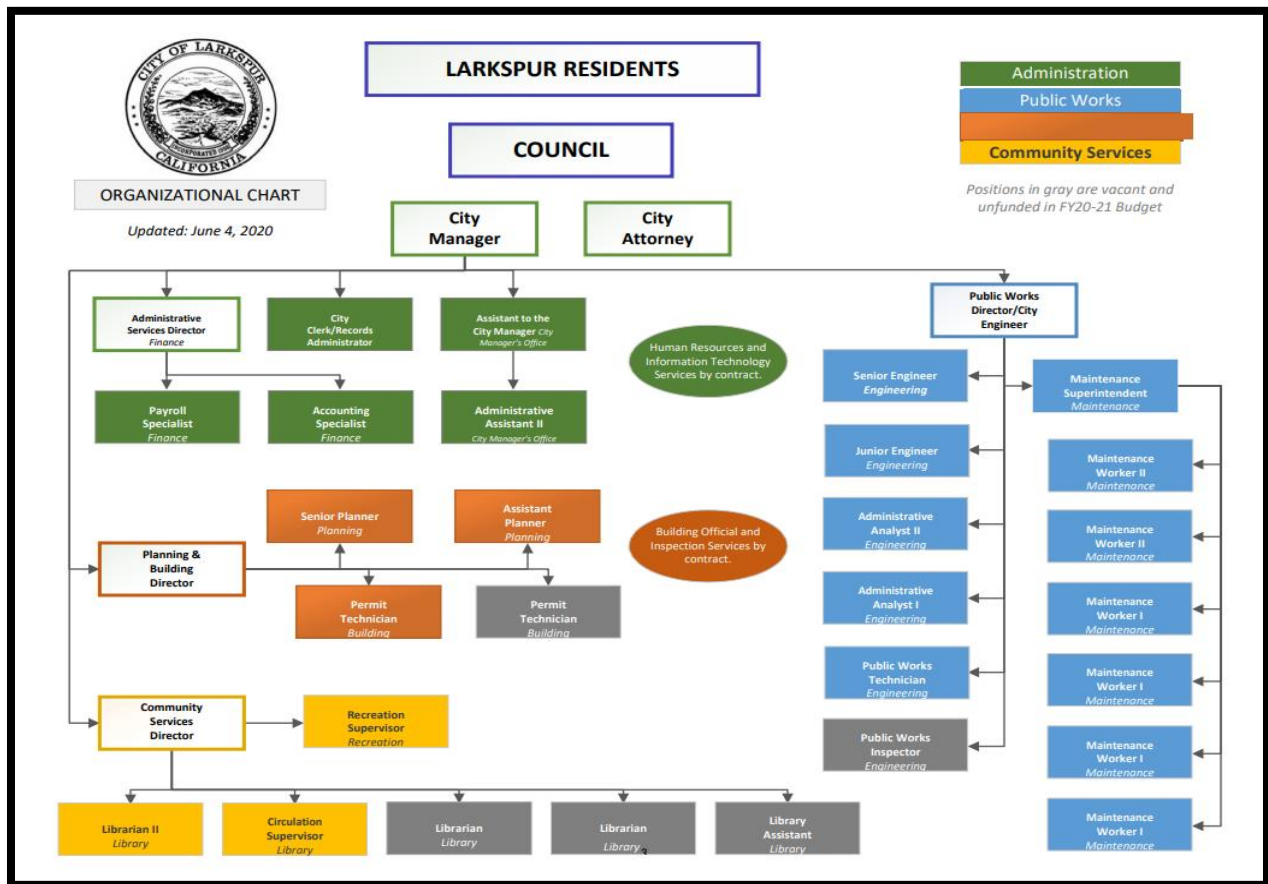
Table 5-2: City of Larkspur City Council Members

Member	Position	Term End
Catherine Way	Mayor	2022
Kevin Haroff	Vice-Mayor	2022
Scot Candell	Member	2024
Dan Hillmer	Member	2022
Gabe Paulson	Member	2024

Administration

The City Manager is appointed by the City Council and is responsible for City operations management and policy implementation on behalf of the City Council. The City Manager is an at-will employee and administers the City of Larkspur’s departments. The current staffing level is 28 full-time-equivalent (FTE) employees. The City’s organization chart can be seen below in figure 5-3.

Figure 5-3: City of Larkspur Organization 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 City offers multiple ways to keep the public informed about services, meetings, finances, and decision-making processes. The City has designated three places within the City for posting public notices as is required within the City's municipal code. The noticing sites include the bulletin board on the front porch of City Hall, the Bulletin Board in the entrance of the Bon Air Shopping Center, and the bulletin board in the entrance of Larkspur Landing Shopping Center. As a courtesy, the City also posts public notices on its website. Past meeting agendas and meeting minutes can be found in the City's "Archive" page on its website that is linked from the City Council page. 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. Given the current issues with public gatherings due to COVID-19, the City offers its residents the ability to attend all public meetings remotely and offers recordings of its meetings on the City's YouTube page as soon as possible after the meeting. At this time, all legal requirements for public agency transparency are being met or exceeded.

5.7 MUNICIPAL SERVICES

Law Enforcement

The City of Larkspur 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 Larkspur, Corte Madera, and San Anselmo. 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, a juvenile/school resource 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. The funding formula gives the following amount of weight to each category: Calls for Service – 55%; Total Crimes – 25%; Total Citations – 10%; Total Accidents – 10%. 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.

On March 27, 2017, the Central Marin Police Council passed Resolution No. 2017/06 which adopted a fixed shares funding formula for FY 2017-18 and future fiscal years. The Council determined that the funding formula was equitable, just, and fairly represented the shares the Towns and City should pay moving forward. The adopted fixed shares are: Corte Madera – 27.86%; Larkspur – 33.71%; San Anselmo – 38.43%. The projected expenditures for the City for FY 2020-21 for police services are \$4,070,615, approximately 25% of General Fund expenditures for the Town.

Central Marin Police Authority receives a full review in section 8.0 of this document.

Fire and Emergency Response

Fire-related services and emergency medical response for the City of Larkspur are provided by the Central Marin Fire Department (CMFD). The Department is a joint powers authority made up of the Town of Corte Madera and the City of Larkspur that was recently established in 2018. Emergency response services are provided by the Department as a member agency of the Ross Valley Paramedic Authority. The two municipalities each contribute 50% of the Department's cost. For FY 2020-21, The City of Larkspur projects General Fund expenditures for CMFD to be \$4,904,169, which is approximately 30% of the Town's projected General Fund expenditures for the year. The total expenditures are \$161,959 more than the previous fiscal year largely due to the one-time expense of retiree medical benefits.

The Central Marin Fire Department receives a full review in section 7.0 of this document.

Recreation and Library

The impacts of the COVID-19 pandemic have been significant across all municipal departments for agencies all across the state and even the country. Difficult decisions have had to be made in an effort to cut spending to make up for multiple sources of lost revenue. From furloughs, to layoffs, to hiring freezes, to consolidation of services, agencies have had to be creative in finding ways to balance budgets without overextending the use of reserve funds.

The City of Larkspur, for FY 2020-21, has made significant changes to its Recreation and Library services, in an effort to continue to meet the needs of its residents while finding creative ways to streamline operations to cut costs. For FY 2020-21, the City created its Community Services Department by combining its Library and Recreation Department into divisions within a single department. Operating as a single department aids in the reduction of management costs and brings the hope of greater cross programming between the formerly separate entities. Both divisions are overseen by the Director of Community Services, which removes the positions of Recreation Director and Library Director from the City's budget and organization chart. In addition, staffing levels funded for the Recreation Department have been reduced from the 2.5 FTE in FY 2019-20 to 1 FTE for FY 2020-21. An Administrative Assistant, in prior fiscal years, had its positions funding split between Administration and Recreation. FY 2020-21 places the funding for that position entirely within Administration.

The Director of Community Services is supported by staff that includes one Professional Librarian and one Circulation Supervisor within the Library Division, and one Recreation Supervisor as well as independent contractors within the Recreation Division. The Director works in concert with the Parks and Recreation Commission as well as the Library Board of Trustees as an additional layer of community oversight ensuring that the services meet the needs of the community.

The Recreation Department also houses two enterprise operations: Super Cool Summer School and the Twin Cities Child Care. These two operations were authorized by the City Council to operate by enterprise funds independently from the General Fund. A condition of operation is the requirement of little to no taxpayer subsidy in order to remain solvent. City staff evaluated both

programs prior to the creation and adoption of the FY 2020-21 budget in order to examine their sustainability in the current fiscal climate. It was determined that the Twin Cities Child Care relies on serving 60-100 children on a regular basis. With the health restrictions in place for COVID-19, staff was unable to create a sustainable model for the operation to continue under the current health orders. As such, the City has suspended all business in this enterprise fund for FY 2020-21. The planning cycle for the Super Cool Summer School programming typically takes place in the winter and early spring. With the uncertainty of COVID-19 restrictions during this year's planning cycle, the City decided to suspend activity in this fund as well. The City is hopeful that through third-party vendors, a few summer camps will be offered this year, and that the Fund can resume activity in FY 2021-22.

The Recreation Division, in FY 2019-20, served 2,664 participants in its programs. This number was down significantly from the 3,918 served in FY 2018-19 due to the lack of spring and early summer programming that had to be canceled due to COVID-19 public health orders. While the Recreation Division is providing virtual recreation services to the community in an effort to continue to creatively serve, the General Fund budget for FY 2020-21 was formulated under the assumption that no revenue will be generated by Recreation this fiscal year. As such, the total expenditure amount budgeted for the Recreation Division for FY 2020-21 is \$524,094, which is a decrease of \$249,025 (32.2%) from the prior year. The total expenditure amount budgeted for the Library Division for FY 2020-21 is \$634,095, which is a decrease of \$284,768 (31%) from the prior year. A full breakdown of the expenditure budgets for both divisions can be seen below in figures 5-4 and 5-5.

Figure 5-4: City of Larkspur Recreation Expenditures

Fund	Account Number	Account Name	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2020-2021	
			Total Activity	Total Activity	Total Activity	Total Activity	Total Activity	Total Budget	YTD Activity Through April	Total Budget	Proposed Budget
		PW Parks									
100	100-0071-000-001000	SALARIES	245,321	211,422	181,261	150,663	176,750	258,913	239,445	308,516	323,501
100	100-0071-000-001003	RHS/ADMIN LEAVE	-	-	-	5,754	5,224	2,364	1,254	2,365	2,733
100	100-0071-000-002000	OVERTIME	1,244	6,298	8,300	4,005	3,597	5,000	4,331	5,000	5,000
100	100-0071-000-003000	PART TIME	-	-	-	-	-	-	-	-	-
100	100-0071-000-005000	HEALTH BENEFITS	72,039	54,002	37,122	23,685	39,494	58,878	48,321	82,705	105,109
100	100-0071-000-006000	LONG TERM DISABILITY	826	566	656	493	674	1,069	824	1,268	1,437
100	100-0071-000-007000	MEDICARE	3,307	2,929	2,620	2,054	2,569	3,754	3,452	4,473	4,636
100	100-0071-000-008000	PERS	23,817	13,634	11,521	8,749	10,933	19,422	16,702	25,572	27,820
100	100-0071-000-008001	SIDE FUND LOAN PAYMENTS	700	276	(2,406)	-	-	-	-	-	-
100	100-0071-000-009001	UNIFORM & VISION	-	850	476	850	1,149	1,050	-	-	1,500
100	100-0071-000-009004	Phone Stipend	212	208	156	324	360	360	270	360	360
100	100-0071-000-010000	SOCIAL SECURITY	-	-	-	-	-	-	-	-	-
100	100-0071-000-011000	DEFERRED COMP	2,522	1,906	1,583	1,263	1,538	5,163	2,151	6,049	7,355
100	100-0071-000-011001	Cost Recovery	-	-	-	-	-	-	-	-	-
100	100-0071-001-012000	CONTRACT SERVICES	77,575	66,709	134,560	136,220	172,455	171,500	40,423	77,500	77,500
100	100-0071-001-013000	IT Services	-	977	68	-	-	-	68	-	-
100	100-0071-002-002001	AGRICULTURAL/MATERIALS/SUPPL	-	-	-	-	-	-	-	-	-
100	100-0071-002-021000	AUTOMOTIVE FUELS	6,565	4,536	6,094	5,710	7,204	7,000	4,029	7,000	7,000
100	100-0071-002-025000	SMALL TOOLS & EQUIPMENT	3,131	5,448	7,403	10,656	10,733	8,500	16,836	8,500	8,500
100	100-0071-002-026000	OFFICE SUPPLIES	-	-	522	-	-	-	-	-	-
100	100-0071-002-027000	UNIFORM & CLOTHING	1,306	3,077	4,003	1,303	2,038	2,500	2,144	2,500	2,500
100	100-0071-003-030000	UTILITIES	1,505	1,670	1,389	1,950	1,986	1,802	16,524	1,802	1,802
100	100-0071-003-034000	WATER/PARKS	87,422	83,849	93,354	81,785	106,833	124,500	75,009	124,500	124,500
100	100-0071-004-042000	TRAVEL/LODGING	-	-	(18)	-	-	-	-	-	-
100	100-0071-004-042003	Training	-	-	-	-	-	-	-	-	-
100	100-0071-004-043000	AUTOMOBILE/PRIVATE	95	570	2,447	2,681	2,450	-	1,663	-	-
100	100-0071-005-050000	LANDSCAPING	63,879	41,887	39,515	44,388	43,264	27,000	25,192	27,000	27,000
100	100-0071-005-052000	BUILDING & STRUCTURES MAINT	13,445	15,586	15,141	14,770	14,570	10,000	24,264	20,000	15,000
100	100-0071-005-053000	AUTOMOTIVE EQUIPMENT REPAIRS	-	-	-	-	-	-	-	-	-
100	100-0071-005-056000	EQUIPMENT REPAIRS	3,148	4,726	3,723	247	2,708	3,500	-	3,500	3,500
100	100-0071-006-062000	WORKERS COMP INSURANCE	6,783	8,364	9,145	8,435	10,026	10,837	11,506	10,837	10,837
100	100-0071-007-070000	DUES/MEMBERSHIP/SUBSCRIPTION	300	652	300	600	600	-	-	-	-
100	100-0071-007-070004	Recruitment	-	-	-	-	1,139	-	-	-	-
100	100-0071-007-074001	EQUIPMENT REPLACEMENT	-	-	-	15,431	-	-	-	-	-
100	100-0071-008-087008	OTHER EQUIPMENT	-	614	-	(3,824)	(5,052)	(4,500)	(723)	(4,500)	(4,500)
		Total	615,140	530,756	558,934	518,192	613,242	718,612	533,684	714,947	753,090

Figure 5-5: City of Larkspur Library Expenditures

Fund	Account Number	Account Name	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020		2020-2021
			Total Activity	Total Activity	Total Activity	Total Activity	Total Activity	Total Budget	YTD Activity Through April	2019-2020 Total Budget	2020-2021 Proposed Budget
		Library									
100	100-0080-000-001000	SALARIES	391,263	367,130	375,535	399,017	403,762	405,978	286,445	422,451	266,031
100	100-0080-000-001003	RHS/ADMIN LEAVE	-	4,148	-	7,113	6,710	4,000	(5,750)	4,000	4,000
100	100-0080-000-002000	OVERTIME	-	-	-	-	-	-	-	-	-
100	100-0080-000-003000	PART TIME	57,991	56,438	55,234	57,902	60,245	65,488	54,105	65,968	44,437
100	100-0080-000-003001	CONTRACT	-	-	-	160	-	-	-	-	-
100	100-0080-000-005000	HEALTH BENEFITS	130,895	138,935	134,442	110,866	92,167	117,660	60,972	112,260	71,745
100	100-0080-000-006000	LONG TERM DISABILITY	1,409	1,223	1,400	1,544	1,722	1,579	1,031	1,646	939
100	100-0080-000-007000	MEDICARE	6,458	6,125	6,162	6,673	6,787	10,897	4,947	11,172	7,104
100	100-0080-000-008000	PERS	56,558	31,891	31,568	33,721	32,311	37,511	22,375	42,229	23,735
100	100-0080-000-008001	SIDE FUND LOAN PAYMENTS	2,730	913	(4,365)	-	-	-	-	-	-
100	100-0080-000-009003	VISION	993	240	216	442	457	1,800	973	1,800	900
100	100-0080-000-010000	SOCIAL SECURITY	3,458	3,767	3,174	3,495	3,585	-	3,307	-	-
100	100-0080-000-011000	DEFERRED COMP	3,622	3,476	2,888	2,916	2,878	7,960	2,383	11,725	7,104
100	100-0080-001-012000	CONTRACT SERVICES	2,597	610	2,675	717	1,802	2,600	1,105	2,600	2,600
100	100-0080-001-013000	IT Services	-	21,159	16,375	7,518	9,274	22,000	6,806	22,000	19,000
100	100-0080-002-024000	PRINTED & PHOTOGRAPHIC	31,260	29,446	29,187	32,051	29,882	30,000	19,442	30,000	24,000
100	100-0080-002-024001	CHILDREN'S BOOKS	10,643	9,428	8,794	10,154	10,020	10,000	6,583	10,000	10,000
100	100-0080-002-024002	ADULT AUDIOVISUAL	6,172	5,203	4,696	2,755	5,484	5,564	4,696	5,564	4,000
100	100-0080-002-024003	ADULT SUBSCRIPTIONS	4,482	3,358	4,634	4,958	5,088	5,072	5,008	5,072	2,000
100	100-0080-002-024004	CHILDRENS AUDIOVISUAL	792	1,445	649	1,120	1,483	1,507	220	1,507	1,500
100	100-0080-002-024006	E BOOKS	1,501	1,203	1,602	-	1,500	1,550	9,437	1,550	1,000
100	100-0080-002-024007	Electronic & Digital Services	-	-	-	-	-	-	1,512	6,250	1,000
100	100-0080-002-026000	OFFICE SUPPLIES	11,676	9,962	9,701	11,154	12,924	12,700	10,200	12,200	6,000
100	100-0080-004-040000	POSTAGE	348	370	342	373	306	500	121	500	500
100	100-0080-004-041000	TELEPHONE	523	52	604	815	949	620	1,004	620	1,200
100	100-0080-004-042000	TRAVEL/LODGING	-	60	59	-	-	500	-	500	100
100	100-0080-004-042001	Conferences & Meetings	-	-	105	-	118	400	-	400	100
100	100-0080-004-042003	Training	190	75	210	174	308	500	-	500	500
100	100-0080-004-043000	AUTOMOBILE/PRIVATE	4,236	2,852	3,177	4,238	4,200	4,200	2,304	4,200	4,200
100	100-0080-005-052000	BUILDING & STRUCTURES MAINT	48	90	815	591	2,205	750	22	750	500
100	100-0080-005-056000	EQUIPMENT REPAIRS	1,913	382	-	-	-	200	-	200	200
100	100-0080-006-062000	WORKERS COMP INSURANCE	12,362	16,913	15,797	13,304	15,666	16,933	15,755	15,888	16,682
100	100-0080-006-063000	UNEMPLOYMENT COMPENSATION	-	5,484	-	54	239	-	-	-	-
100	100-0080-007-070000	DUES/MEMBERSHIP/SUBSCRIPTION	1,275	1,412	1,072	1,428	1,403	2,500	816	2,500	900
100	100-0080-007-070001	MARINER ANNUAL FEES	63,841	58,503	65,788	77,822	81,571	85,108	81,104	85,700	89,668
100	100-0080-007-070004	Recruitment	-	-	26,024	746	722	-	1,374	250	250
100	100-0080-007-072000	ADVERTISING	79	200	196	131	142	200	1	200	200
100	100-0080-007-073002	CONTINGENCY SPEC	-	-	11,125	-	24,374	10,000	-	10,000	-
100	100-0080-007-074001	EQUIPMENT REPLACEMENT	-	-	86	2,206	1,720	2,500	1,198	14,661	10,000
100	100-0080-009-090000	Special Projects Programs	-	-	-	-	10,230	10,000	12,990	12,000	12,000
		Total	809,313	782,496	809,967	879,615	832,233	878,777	612,486	918,863	634,095

Water

The water services to the City of Larkspur are provided by the Marin Municipal Water District (MMWD), an independent special district, which is a separate local agency from the City. The District's services are reviewed separately in Marin LAFCo's Countywide Water Service Study (2016). This study can be viewed at 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 Larkspur 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 City of Larkspur is represented by electoral divisions 3 and 5. Larry Russell is the elected official holding the seat for division 5 and Larry Bragman holds 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 majority of the City of Larkspur are provided by Ross Valley Sanitary District (RVSD). 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.

Small pockets of Larkspur receive wastewater services from County Sanitary District No. 2 (SD2). These pockets of service to the City reside in the area along Redwood Highway just south of the Greenbrae Boardwalk, as well as to a number of parcels in the Bayview Avenue area along the border between the City of Larkspur and the Town of Corte Madera. SD2 is one of three collection-only sewer agencies of the Central Marin Sanitation Agency, a joint powers agency that owns and operates a single treatment plant. All member agency collection systems terminate at the CMSA plant.

SD2 was initially formed as an independent district in 1901 with its own directly elected five-member board of directors among registered voters residing within the District. SD2 was governed in this manner until 1969 when the Town of Corte Madera proposed reorganization of the District as a subsidiary to the Town. This reorganization was permitted under State law as Corte Madera's jurisdictional boundary represented no less than 70% of both the District's total boundary and registered voters at the time of the reorganization. As a result of the reorganization, the Corte Madera Town Council acts as the SD2 Board and incorporates the District's business as part of the Town's regular meeting schedule. Corte Madera's Town Manager serves as the General Manager for SD2 and oversees all District activities with the aid of the Director of Public Works. The service activities directly performed on behalf of SD2 by the Public Works staff are focused on the engineering and maintenance aspects of the District's roughly 49-mile collection system as well as cost-recovery through the setting and collection of charges and fees.

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.

Public Works

The City of Larkspur's Public Works Department fulfills its municipal service responsibilities by way of three different divisions within the department: Administration/Engineering Division, Streets and Facilities Maintenance Division, and Parks Maintenance Division. Each division is tasked with specific areas of service in order to maintain the different elements of the City's basic infrastructure. In total, the department has 13 FTE employees for FY 20-21.

The Department's Street and Facilities Maintenance Division oversees the servicing of all of the City's roadways including the maintenance of streets and rights of way. This division also oversees the maintenance of many of the City's major structures such as City Hall, Railroad Depot building, the Corporation Yard, two public restrooms, and five storm drain pump stations. The Division also supports 24-hour on-call emergency support including serving as first responders during flooding and fire events. While multiple expenditure cuts had to be made throughout each of the City's departments (including Public Works) due to COVID-19 budget shortfalls, one of the City's budgetary priorities this fiscal year was to ensure the funding for the Public Works maintenance staff due to the critical nature of their first responder duties during a myriad of emergency events.

The Parks Maintenance Division manages the maintenance and renovations of City-owned recreational and environmental areas. Duties of staff in the division include park and trail maintenance, customer service response, and irrigation management. This division is also included in 24-hour on-call emergency support for environmental disasters such as flooding, fires, and public safety power shutoffs.

The Engineering Division oversees the large-scale infrastructure improvements within city limits by way of the Capital Improvement Program. Each year, the City develops a five-year capital improvement program (CIP) to serve as a long-term planning tool in order to map out both the scheduling of major projects as well as the funding necessary to complete them. The division also coordinates with other agencies on larger scale infrastructure projects, as well as administering public use of the City's rights-of-way. The division handles the overall management of the Public Works activities, geographic information system (GIS) mapping, storm water pollution prevention, and public outreach on City infrastructure projects.

Some of the major projects completed by the Public Works Department in FY 2019-20 include:

- First Measure B Funded pavement repair project repaving over five miles of streets
- Completed replacement of discharge piping system at Larkspur Marina Lagoon
- Completed bicycle and pedestrian improvements on Magnolia Avenue and Doherty Drive
- Completed construction of the northern half of the new Bon Air Bridge and opened to traffic
- Significant removal of dead and dangerous trees
- Completed HVAC system repair in City Hall
- Cleaning of City storm drain inlets
- Completed accessibility improvements including over 120 ADA compliant curb ramps

Each of the three divisions has seen their expenditure budgets scaled back for FY 2020-21 from what was allocated in the prior fiscal year in an effort being made by all departments to cut costs due to COVID-19 related revenue shortfalls. The Engineering/Administration Division has a total allocation of \$750,195, which is \$65,724 (8.1%) less than the prior year. The Streets and Facilities Maintenance Division has a total expenditure budget of \$956,795, a decrease of \$92,498 (9.6%) from the prior year. The Parks Maintenance Division has a total expenditure budget of \$753,090, an increase of \$38,090 (5.3%) over the prior year's funding. A full breakdown of the expenditure budgets for each division can be seen below in figures 5-6, 5-7, and 5-8.

Figure 5-6: City of Larkspur Engineering Expenditures

Fund	Account Number	Account Name	2014-2015 Total Activity	2015-2016 Total Activity	2016-2017 Total Activity	2017-2018 Total Activity	2018-2019 Total Activity	2018-2019 Total Budget	2019-2020 YTD Activity Through April	2019-2020 Total Budget	2020-2021 Proposed Budget
Engineering											
100	100-0050-000-001000	SALARIES	260,393	288,127	306,149	340,440	368,976	549,992	335,921	682,659	543,927
100	100-0050-000-001003	RHS/ADMIN LEAVE	-	-	-	3,985	4,182	7,929	8,958	11,609	8,579
100	100-0050-000-002000	OVERTIME	-	448	140	685	768	-	712	-	-
100	100-0050-000-003000	PART TIME	-	11,987	849	-	-	-	-	-	-
100	100-0050-000-003001	CONTRACT	-	58,464	-	-	-	-	-	-	-
100	100-0050-000-005000	HEALTH BENEFITS	73,853	66,019	73,316	79,160	73,968	107,426	58,259	138,133	101,311
100	100-0050-000-006000	LONG TERM DISABILITY	903	888	1,154	1,281	1,391	2,087	1,324	2,586	2,461
100	100-0050-000-007000	MEDICARE	3,637	4,251	4,391	4,923	5,345	7,975	4,814	9,899	7,864
100	100-0050-000-008000	PERS	23,886	19,179	23,580	28,077	27,751	44,176	25,696	55,876	45,712
100	100-0050-000-008001	SIDE FUND LOAN PAYMENTS	1,179	344	(1,628)	-	-	-	-	-	-
100	100-0050-000-009003	VISION	-	1,000	220	520	-	1,620	462	1,920	1,620
100	100-0050-000-009004	Phone Stipend	557	199	312	288	288	1,008	216	1,728	1,008
100	100-0050-000-010000	SOCIAL SECURITY	99	716	53	-	-	-	-	-	-
100	100-0050-000-011000	DEFERRED COMP	2,461	2,517	2,946	3,436	3,248	7,060	3,099	8,387	13,920
100	100-0050-000-011001	Cost Recovery	-	-	-	-	-	(300,000)	-	(300,000)	(300,000)
100	100-0050-001-012000	CONTRACT SERVICES	125,021	152,763	125,021	119,303	90,851	85,953	35,107	85,953	220,124
100	100-0050-001-012026	NEW CORP YARD	1,155	-	-	-	-	-	-	-	-
100	100-0050-001-013000	IT Services	-	30,794	30,647	25,161	25,369	26,500	20,933	30,000	26,500
100	100-0050-002-021000	AUTOMOTIVE FUELS	205	344	35	-	-	-	-	-	-
100	100-0050-002-026000	OFFICE SUPPLIES	8,435	9,577	3,325	5,989	4,451	4,700	10,182	14,700	4,700
100	100-0050-003-030000	Utilities	-	2,870	1,877	1,125	30	5,088	1,356	5,088	5,088
100	100-0050-004-040000	POSTAGE	216	108	194	701	392	300	182	300	300
100	100-0050-004-041000	TELEPHONE	2,116	834	2,592	2,819	3,326	3,000	2,778	3,000	3,000
100	100-0050-004-042000	TRAVEL/LODGING	2,368	157	1,409	1,732	174	500	206	500	500
100	100-0050-004-042001	Conferences & Meetings	-	1,076	73	838	27	1,000	798	1,000	1,000
100	100-0050-004-042003	Training	60	-	-	1,188	998	3,000	52	3,000	3,000
100	100-0050-004-043000	AUTOMOBILE/PRIVATE	4,026	1,383	1,987	1,710	2,294	6,220	4,676	6,220	6,220
100	100-0050-005-052000	BUILDING & STRUCTURES MAINT	17,436	18,117	18,912	22,266	21,523	21,870	14,417	21,870	21,870
100	100-0050-005-053000	AUTOMOTIVE EQUIPMENT REPAIRS	-	-	-	-	-	-	590	-	-
100	100-0050-006-062000	WORKERS COMP INSURANCE	7,405	9,481	11,063	13,041	15,786	17,063	25,278	25,491	25,491
100	100-0050-006-063000	UNEMPLOYMENT COMPENSATION	-	-	-	-	-	-	-	-	-
100	100-0050-007-070000	DUES/MEMBERSHIP/SUBSCRIPTION	3,072	2,095	2,165	2,953	4,741	3,000	7,507	3,000	6,000
100	100-0050-007-070004	Recruitment	-	-	-	425	1,096	-	1,201	3,000	-
100	100-0050-007-074002	OFFICE RENT	4,702	-	-	-	-	-	-	-	-
100	100-0050-008-087012	Equipment Replacement	-	-	-	-	-	-	5,416	-	-
		Total	543,186	683,738	610,781	662,046	656,976	607,467	570,141	815,919	750,195

Figure 5-7: City of Larkspur Park Maintenance Expenditures

Fund	Account Number	Account Name	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
			Total Activity	Total Activity	Total Activity	Total Activity	Total Activity	Total Budget	YTD Activity Through April	Total Budget	Proposed Budget
		PW Parks									
100	100-0071-000-001000	SALARIES	245,321	211,422	181,261	150,663	176,750	258,913	239,445	308,516	323,501
100	100-0071-000-001003	RHS/ADMIN LEAVE	-	-	-	5,754	5,224	2,364	1,254	2,365	2,733
100	100-0071-000-002000	OVERTIME	1,244	6,298	8,300	4,005	3,597	5,000	4,331	5,000	5,000
100	100-0071-000-003000	PART TIME	-	-	-	-	-	-	-	-	-
100	100-0071-000-005000	HEALTH BENEFITS	72,039	54,002	37,122	23,685	39,494	58,878	48,321	82,705	105,109
100	100-0071-000-006000	LONG TERM DISABILITY	826	566	656	493	674	1,069	824	1,268	1,437
100	100-0071-000-007000	MEDICARE	3,307	2,929	2,620	2,054	2,569	3,754	3,452	4,473	4,636
100	100-0071-000-008000	PERS	23,817	13,634	11,521	8,749	10,933	19,422	16,702	25,572	27,820
100	100-0071-000-008001	SIDE FUND LOAN PAYMENTS	700	276	(2,406)	-	-	-	-	-	-
100	100-0071-000-009001	UNIFORM & VISION	-	850	476	850	1,149	1,050	-	-	1,500
100	100-0071-000-009004	Phone Stipend	212	208	156	324	360	360	270	360	360
100	100-0071-000-010000	SOCIAL SECURITY	-	-	-	-	-	-	-	-	-
100	100-0071-000-011000	DEFERRED COMP	2,522	1,906	1,583	1,263	1,538	5,163	2,151	6,049	7,355
100	100-0071-000-011001	Cost Recovery	-	-	-	-	-	-	-	-	-
100	100-0071-001-012000	CONTRACT SERVICES	77,575	66,709	134,560	136,220	172,455	171,500	40,423	77,500	77,500
100	100-0071-001-013000	IT Services	-	977	68	-	-	-	68	-	-
100	100-0071-002-020001	AGRICULTURAL/MATERIALS/SUPL	-	-	-	-	-	-	-	-	-
100	100-0071-002-021000	AUTOMOTIVE FUELS	6,565	4,536	6,094	5,710	7,204	7,000	4,029	7,000	7,000
100	100-0071-002-025000	SMALL TOOLS & EQUIPMENT	3,131	5,448	7,403	10,656	10,733	8,500	16,836	8,500	8,500
100	100-0071-002-026000	OFFICE SUPPLIES	-	-	522	-	-	-	-	-	-
100	100-0071-002-027000	UNIFORM & CLOTHING	1,306	3,077	4,003	1,303	2,038	2,500	2,144	2,500	2,500
100	100-0071-003-030000	UTILITIES	1,505	1,670	1,389	1,950	1,986	1,802	16,524	1,802	1,802
100	100-0071-003-034000	WATER/PARKS	87,422	83,849	93,354	81,785	106,833	124,500	75,009	124,500	124,500
100	100-0071-004-042000	TRAVEL/LODGING	-	-	(18)	-	-	-	-	-	-
100	100-0071-004-042003	Training	-	-	-	-	-	-	-	-	-
100	100-0071-004-043000	AUTOMOBILE/PRIVATE	95	570	2,447	2,681	2,450	-	1,663	-	-
100	100-0071-005-050000	LANDSCAPING	63,879	41,887	39,515	44,388	43,264	27,000	25,192	27,000	27,000
100	100-0071-005-052000	BUILDING & STRUCTURES MAINT	13,445	15,586	15,141	14,770	14,570	10,000	24,264	20,000	15,000
100	100-0071-005-053000	AUTOMOTIVE EQUIPMENT REPAIRS	-	-	-	-	-	-	-	-	-
100	100-0071-005-056000	EQUIPMENT REPAIRS	3,148	4,726	3,723	247	2,708	3,500	-	3,500	3,500
100	100-0071-006-062000	WORKERS COMP INSURANCE	6,783	8,364	9,145	8,435	10,026	10,837	11,506	10,837	10,837
100	100-0071-007-070000	DUES/MEMBERSHIP/SUBSCRIPTION	300	652	300	600	600	-	-	-	-
100	100-0071-007-070004	Recruitment	-	-	-	-	1,139	-	-	-	-
100	100-0071-007-074001	EQUIPMENT REPLACEMENT	-	-	-	15,431	-	-	-	-	-
100	100-0071-008-087008	OTHER EQUIPMENT	-	614	-	(3,824)	(5,052)	(4,500)	(723)	(4,500)	(4,500)
		Total	615,140	530,756	558,934	518,192	613,242	718,612	533,684	714,947	753,090

Figure 5-8: City of Larkspur Street Maintenance Expenditures

Fund	Account Number	Account Name	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2018-2019	2019-2020	2019-2020	2020-2021
			Total	Total	Total	Total	Total	Total Budget	YTD Activity	2019-2020	Proposed
			Activity	Activity	Activity	Activity	Activity		Through April	Total Budget	Budget
PW Streets											
100	100-0051-000-001000	SALARIES	348,780	303,487	325,539	373,210	365,694	335,610	257,757	320,589	305,853
100	100-0051-000-001003	RHS/ADMIN LEAVE	-	2,008	-	12,057	12,299	5,077	7,456	5,077	5,892
100	100-0051-000-002000	OVERTIME	3,614	11,171	21,971	14,814	23,442	10,000	11,213	10,000	10,000
100	100-0051-000-003000	PART TIME	-	-	-	-	-	-	-	-	-
100	100-0051-000-005000	HEALTH BENEFITS	110,359	103,313	124,670	128,132	142,432	145,513	74,936	120,605	121,792
100	100-0051-000-006000	LONG TERM DISABILITY	1,228	949	1,247	1,382	1,476	1,738	962	1,683	1,411
100	100-0051-000-007000	MEDICARE	3,825	4,433	4,847	5,752	5,600	4,866	3,843	4,649	4,332
100	100-0051-000-008000	PERS	39,703	18,757	22,368	26,251	25,419	25,468	17,039	25,730	23,597
100	100-0051-000-008001	SIDE FUND LOAN PAYMENTS	2,648	354	(3,435)	-	-	-	-	-	-
100	100-0051-000-009001	UNIFORM & VISION	250	600	1,896	870	1,143	1,230	1,450	-	1,080
100	100-0051-000-009004	Phone Stipend	713	499	325	708	792	792	594	792	792
100	100-0051-000-010000	SOCIAL SECURITY	-	-	-	-	-	-	-	-	-
100	100-0051-000-011000	DEFERRED COMP	3,445	2,472	2,909	3,507	3,332	6,242	2,397	5,702	11,950
100	100-0051-000-011001	Cost Recovery	-	-	-	-	-	-	-	-	-
100	100-0051-001-012000	CONTRACT SERVICES	138,090	221,284	102,110	121,607	132,401	120,000	126,374	120,000	120,630
100	100-0051-001-013000	IT Services	-	1,390	2,311	1,040	838	1,735	442	1,735	1,735
100	100-0051-002-021000	AUTOMOTIVE FUELS	6,529	4,590	6,231	5,710	7,204	7,000	4,145	7,000	7,000
100	100-0051-002-025000	SMALL TOOLS & EQUIPMENT	38,711	17,358	27,901	9,942	24,119	20,000	14,746	20,000	20,000
100	100-0051-002-026000	OFFICE SUPPLIES	65	78	-	-	22	-	-	-	-
100	100-0051-002-027000	UNIFORM & CLOTHING	2,148	2,976	3,585	1,182	2,451	2,500	2,601	2,500	2,500
100	100-0051-003-030000	UTILITIES	20,476	14,054	10,295	10,553	22,244	21,200	11,168	21,200	21,200
100	100-0051-003-031000	STREET LIGHTING	136,017	134,324	136,371	126,487	144,160	113,583	107,331	113,583	113,583
100	100-0051-003-035000	MISC UTILITIES	19,811	38,076	15,282	22,661	17,331	25,000	17,535	25,000	25,000
100	100-0051-004-040000	POSTAGE	-	-	-	-	-	-	-	-	-
100	100-0051-004-041000	TELEPHONE	1,553	2,036	1,188	1,524	1,731	1,500	1,409	1,500	1,500
100	100-0051-004-042000	TRAVEL/LODGING	-	-	-	-	448	2,000	42	2,000	2,000
100	100-0051-004-042003	Training	-	-	350	2,119	472	4,000	-	4,000	4,000
100	100-0051-004-043000	AUTOMOBILE/PRIVATE	416	1,570	5,000	4,862	5,331	2,020	4,020	2,020	2,020
100	100-0051-005-052000	BUILDING & STRUCTURES MAINT	1,163	1,760	658	586	24,502	35,500	2,475	7,500	7,500
100	100-0051-005-053000	AUTOMOTIVE EQUIPMENT REPAIRS	16,751	11,735	12,098	12,864	14,630	22,500	13,297	22,500	22,500
100	100-0051-005-056000	EQUIPMENT REPAIRS	9,190	17,955	21,773	2,949	26,268	20,000	2,693	20,000	20,000
100	100-0051-005-057000	STREETS/ALLIES/SIDEWALKS	34,397	23,064	42,790	86,812	85,398	90,000	67,630	90,250	47,250
100	100-0051-006-062000	WORKERS COMP INSURANCE	9,026	11,212	11,143	10,605	12,996	14,048	14,334	14,750	14,750
100	100-0051-006-063001	Unemployment Comp	1,868	10,769	-	-	5,880	12,753	256	12,753	12,753
100	100-0051-007-070000	DUES/MEMBERSHIP/SUBSCRIPTION	3,102	2,103	3,281	1,021	2,219	3,500	1,026	3,500	3,500
100	100-0051-007-070004	Recruitment	-	-	2,381	173	596	-	-	-	-
100	100-0051-007-072000	ADVERTISING	-	1,140	-	-	-	-	-	-	-
100	100-0051-007-073002	CONTINGENCY SPEC	-	-	71,451	10,130	-	-	-	-	-
100	100-0051-007-074000	RENT	7,200	7,200	7,800	6,600	7,200	7,200	6,600	7,200	7,200
100	100-0051-007-074001	EQUIPMENT REPLACEMENT	-	10,318	13,757	13,757	13,757	13,475	44,968	55,475	13,475
Total			961,078	983,035	1,000,090	1,019,864	1,133,826	1,076,050	820,738	1,049,293	956,795

5.8 FINANCIAL OVERVIEW

The City of Larkspur 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, Badawi & Associates, which issued an unqualified, or “clean”, opinion on the City’s financial statements for the fiscal year ending in June 30, 2019.

The City adopts an annual budget which is adopted and effective July 1st for the ensuing fiscal year. The budget reflects estimated revenues and expenditures. Appropriations and spending authorizations are approved by the City Council. The City Council may amend the budget by resolution during the fiscal year in order to respond to emerging needs, changes, or shifting

priorities. Expenditures may not exceed appropriations at the fund level, which is the legal level of control. The City Manager is authorized to transfer budgeted amounts between accounts, departments, or funds.

Revenues and Expenditures

The FY 2020-21 General Fund expenditure budget for the City of Larkspur is \$16,335,914. The expenditure budget is supported predominantly by a projected revenue of \$15,308,846, with the majority of the remaining difference coming from transfers in from other funds.

For the FY 2020-21, the City reports that operating expenditures are projected to be \$1,754,955 (9.7%)⁶ less than the previous fiscal year. This significant difference in the projected expenditures comes by way of every department except the Parks Division of the Department of Public Works (though furloughs were instated within the Maintenance employees) and Fire/Emergency services accepting notable spending cuts in comparison to the amounts allocated in the previous fiscal year. Some of the more noteworthy year-over-year departmental budget changes by percentage include a reduction by over 32% to Recreation, 31% to Library, 25% to Building Inspection, and 14% to Administration.

The City's total funding for general operations in FY 2020-21 is projected to be \$2,471,633 (13.9%)⁷ lower than the total for FY 2019-20. While the City saw its largest source of annual revenue, property tax, bolstered by an increase of 4.4%, all other major revenue sources were considerably impacted by the COVID-19 pandemic. Sales tax, the City's second-highest revenue source, is projected to be \$1,100,000 (39.3%) less than the previous fiscal year, while other taxes such as transient occupancy tax are projected to be down by over 70% in comparison to the previous year's revenue. The City derives revenue from several sources. Primary revenue sources include property tax (78%), sales tax (11%), other taxes (2.3%) and franchise fees (5.7%). Other revenue sources for the City include penalties and fines, licenses and permits, and charges for service.

Despite the notable spending cuts across the board, in order to balance the budget, the City was forced to rely on the use of General Fund Reserves⁸ in order to cover the revenue shortfalls in both FY 2019-20 and FY 2020-21. Despite that, thanks in part to the measures taken to cut costs and curb departmental spending, the City's General Fund reserve remains above the 25% threshold that is required by City policy. A full General Fund summary for the past 3 years as well as a chart of departmental expenditures for FY 2020-21 can be seen below in figures 5-9 and 5-10.

⁶ [City of Larkspur Budget Report FY 2020-21; Pg 27](#)

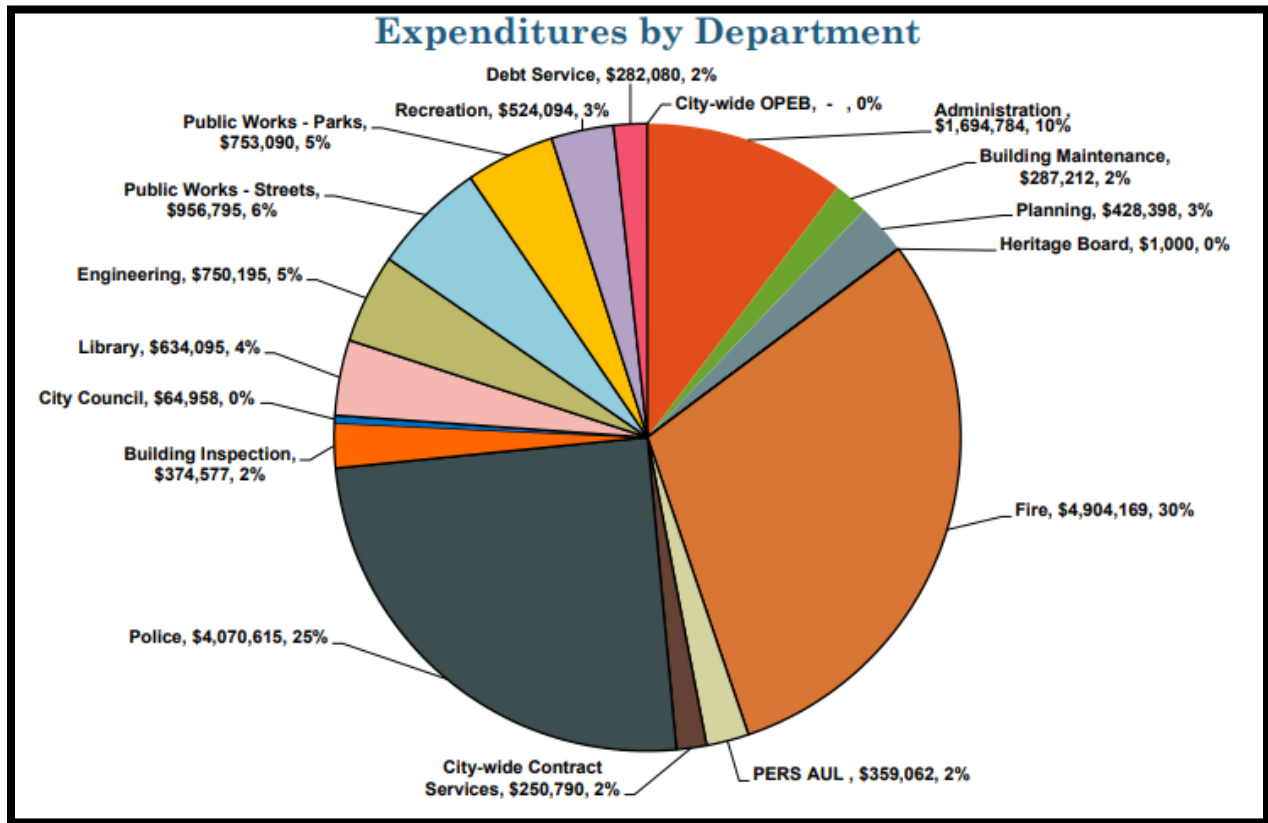
⁷ [City of Larkspur Budget Report FY 2020-21; Pg 26](#)

⁸ [City of Larkspur Budget Report FY 2020-21; Pg 5](#)

Figure 5-9: City of Larkspur General Fund Budget

General Fund				
	2018-19 ACTUAL	2019-20 Amended BUDGET	2020-21 Proposed BUDGET	\$ INC/(DEC)
REVENUE				
Property Taxes	\$ 11,659,632	\$ 11,497,051	\$ 12,003,476	\$ 506,425
Sales Tax	3,432,911	2,800,000	1,700,000	(1,100,000)
Other Taxes	1,465,740	1,270,000	360,000	(910,000)
Franchise Fees	1,009,764	993,000	866,139	(126,861)
Licenses & Permits	793,079	523,500	101,100	(422,400)
Penalties and Fines	89,103	61,000	23,230	(37,770)
Use of money and property	172,178	10,002	5,002	(5,000)
Charges for Services	775,990	605,826	229,799	(376,026.72)
Other Revenue	23,952	20,100	20,100	-
Other Agencies	7,826	-	-	-
TOTAL REVENUE	\$ 19,430,175	\$ 17,780,479	15,308,846	\$ (2,471,633)
EXPENSE				
POB Interest (PERS AUL Lump Sum)	\$ 836,652	\$ 1,057,353	\$ 359,062	(698,291)
City-wide Contract Services	222,172	308,500	250,790	(57,710)
City-wide OPEB ⁽¹⁾	-	-	-	-
City Council	39,687	45,986	64,958	18,972
Administration ⁽²⁾	1,556,899	1,972,299	1,694,784	(277,515)
Building Maintenance ⁽³⁾	350,549	293,377	287,212	(6,165)
Planning	412,288	431,795	428,398	(3,397)
Fire	4,283,266	4,742,210	4,904,169	161,959
Police	3,925,442	4,070,615	4,070,615	-
Building Inspection	480,604	497,277	374,577	(122,700)
Engineering	656,976	815,919	750,195	(65,724)
Public Works - Streets	1,133,826	1,049,293	956,795	(92,498)
Public Works - Parks	613,242	714,947	753,090	38,143
Recreation	699,370	773,119	524,094	(249,025)
Library	832,233	918,863	634,095	(284,768)
Heritage Board	41,386	19,282	1,000	(18,282)
Debt Service ⁽³⁾	379,846	380,034	282,080	(97,954)
TOTAL EXPENSE	\$ 16,464,439	\$ 18,090,869	16,335,914	\$ (1,754,955)
EXCESS/DEFICIENCY OF REVENUE OVER/UNDER EXPENDITURES	2,965,736	(310,390)	(1,027,068)	716,678
Transfer In from Other Funds	\$ 262,709	\$ 348,890	\$ 625,000	\$ 276,110
Transfers Out to Other Funds	(158,635)	(200,000)	(200,000)	-
TOTAL TRANSFERS	\$ 104,074	\$ 148,890	\$ 425,000	\$ 276,110
NET CHANGE IN FUND BALANCE	\$ 3,069,809	\$ (161,500)	\$ (602,068)	\$ 440,568

Figure 5-10: City of Larkspur Chart of Expenditures by Department



Debt

The City 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 City’s long-term debt obligations for the fiscal year ended June 30, 2019, are \$28,205,194.⁹ The Town’s current long-term debt obligations are as follows:

- Lease Revenue Bonds, Series 2018** – In July of 2018, the Larkspur Public Financing Authority authorized the issuance of the Lease Revenue Bonds, Series 2018, in the amount of \$25,160,000 for the purpose of financing infrastructure improvements including city-wide paving. These bonds were issued after the passage of Measure B by the voters in 2017 that enacted a ¾ cent sales tax in order to secure a steady revenue source. Principal payments are due annually on June 1 through the year 2042. Interest is payable semi-annually on December 1 and June 1 with interest rates ranging from 3% to 5%. The outstanding balance as of June 30, 2019 was \$24.62 million.
- Corporation Yard Lease** – In July of 2013, the City entered into a lease agreement with Municipal Asset Finance Corporation in the amount of \$3,067,000 for the purpose of financing the corporation yard and other public capital improvements. The lease carries

⁹ [City of Larkspur Basic Financial Statements for the Year Ended June 30, 2019; Pg. 28](#)

an interest rate of 2.3% and principal and interest payments are payable semi-annually on December 1 and June 1 through June of 2028. The outstanding balance as of June 30, 2019, was \$1,957,890.

- **Fire Engine Capital Lease** – In March of 2016, the City entered into a \$617,008 lease agreement with PNC Equipment Finance, LLC for the financing of the purchase of a new fire engine. The lease agreement carries an interest rate of 2.71%, with principal and interest payments made annually on March 21 through the year 2023. The annual payments of \$97,954 are covered by Measure C revenue. As of June 30, 2019, the outstanding balance remaining was \$366,644.

The City 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 City's Net Pension Liability was \$15,768,794.¹⁰ As of the most recent CalPERS actuarial Valuation on June 30, 2018, the Town's pension funded ratio was 72.2%. In addition to the pension plan, the City provides other post-employment benefits (OPEB) to its retirees. As of June 30, 2019, the Town carried a net OPEB liability of \$18,268,829. The City currently has 104 employees, both active and inactive, in its OPEB plan.

In September of 2019, the City opened the discussion and exploration of the use of Pension Obligation Bonds¹¹ in order to refinance its unfunded accrued liabilities (UAL) for the Miscellaneous Plan and the Safety Fire 1st Tier Plan within its CalPERS retirement plans. The total UAL for these two plans projected to total \$18,259,292. The four other retirement plans within the City's retirement options (Miscellaneous Second Tier, PEPRM Miscellaneous, Safety Fire Second Tier, and PEPRM Safety Fire) were not included in this UAL balance as the unfunded liabilities in those plans are minimal. With a full pension obligation bond disbursement of \$18,645,000 and a variable interest rate of 1.9%-3.02%, the City projects to potentially save approximately \$9.6 million over the course of the 20-year repayment schedule. As of April 1, 2020, the City Council has agreed to pursue this refinancing plan¹² by way of resolution number 15/20.

5.9 SUSTAINABILITY

In November of 2007, the Larkspur City Council adopted resolution number 44/07 which designated the City as a participant in the Cities for Climate Protection Campaign. The campaign is highlighted by five milestones for participants to reduce their greenhouse gas and air pollution emissions within the community by way of the following:

- Conduct a greenhouse gas emissions inventory and forecast to determine the source and quantity of greenhouse gas emissions in the jurisdiction;
- Establish a greenhouse gas emissions reduction target;
- Develop an action plan with both existing and future actions which when implemented will meet the local greenhouse gas reduction target;

¹⁰ [City of Larkspur Basic Financial Statements for the Year Ended June 30, 2019; Pg. 63](#)

¹¹ [Larkspur City Council Meeting Agenda Material; Sept. 23, 2019](#)

¹² [Larkspur City Council Meeting Agenda Material; April 1, 2020](#)

- Implement the action plan;
- Monitor and report progress

In accordance with these action items, in June of 2009, the City approved its 2005 Greenhouse Gas Emissions Inventory and directed staff to complete a Climate Action Plan to reduce both government and community greenhouse gas emissions (GHG) over the course of the following ten years. In June of 2010, the City Council adopted the City's Climate Action Plan as well as a target of reducing the City's GHG by 15% below the 2005 recorded levels by the year 2020. As of 2018, the City had reduced its GHG emissions by over 20,000 metric tons¹³ of CO₂e (carbon dioxide equivalent) from 92,602 in 2005 to 71,740 in 2018. This was a total reduction of approximately 23%. Some of the steps taken by the City to achieve this goal include:

- Working with funding from the Safe Routes to School program, Transportation Authority of Marin, and other agencies, the City implemented and/or planned several sidewalk, bike, and multi-use path projects to improve accessibility, walkability, and alternative transportation throughout the City.
- Adopted the Green Building Ordinance that outlined minimum building thresholds for new residential structures and additions and a minimum Leadership in Energy and Environmental Design (LEED) standard for new commercial structures as well as all City-sponsored facilities. One such facility includes the recently constructed Central Marin Police Headquarters that is registered with the certification goal of LEED Platinum.
- Formed a staff-level "Green Committee" to regularly review and recommend City operations and policies to encourage energy and resource conservation and identify any potential cost savings in promoting green practices.
- Purchase of Deep Green Electricity, Marin Clean Energy 100% zero emission offering, for all municipal facilities.

¹³ [Marin Climate & Energy Partnership; MarinTracker](#)

6.0 TOWN OF CORTE MADERA

6.1 OVERVIEW

The Town of Corte Madera lies at the southern end of the Ross Valley in Central Marin County. Bisected almost exactly into equal halves by Marin County’s main thoroughfare, U.S. Highway 101, the Town is bordered by the San Francisco Bay to its east, as well as being surrounded by three other municipalities with the City of Larkspur to the north, the Town of Tiburon to the southeast, and the City of Mill Valley to the southwest. The jurisdictional boundary of Corte Madera encompasses roughly 4.47 square miles and, on the basis of the Town’s current zoning standards, is predominantly built out at this time. According to the United States Census Bureau¹⁴, the Town had an estimated population of 9,751 as of July 1, 2019.

Corte Madera provides a range of municipal services including community development, street maintenance, and parks and recreation, sewer collection, police, and fire/emergency medical. Other municipal services to the Town are provided by various special districts.

Table 6-1: Town of Corte Madera Overview

Town of Corte Madera Overview	
Town Manager:	Todd Cusimano
Main Office:	300 Tamalpais Drive, Corte Madera
Council Chambers:	300 Tamalpais Drive, Corte Madera
Formation Date:	June 10, 1916
Services Provided:	Parks & Recreation, Street Maintenance, Community Development, Sewer Collection, Police, Fire/Emergency Medical
City Boundary:	4.47 sq. mi city limit; 4.51 sq. mi SOI
Population Served:	9,751

6.2 FORMATION AND DEVELOPMENT

The land that the Town of Corte Madera is currently comprised of was originally part of the Rancho Corte Madera del Presidio land grant given to John Reed in 1836. The total swath of land granted was 7,845 acres and stretched from Point Tiburon to Larkspur Creek. Reed was a native of Dublin, Ireland who had initially tried to claim land in Sonoma County but was forced into Marin County by the resisting Miwok Native American tribe. Reed constructed a small timber mill to produce lumber for the Presidio which is how the land derived its name, as Corte Madera is Spanish for “cut wood”. The industry grew as other settlers in the area became involved in the logging of redwoods. After the majority of the area’s redwoods were harvested, the local industry faded and ultimately became dominated by cattle ranching and agriculture.

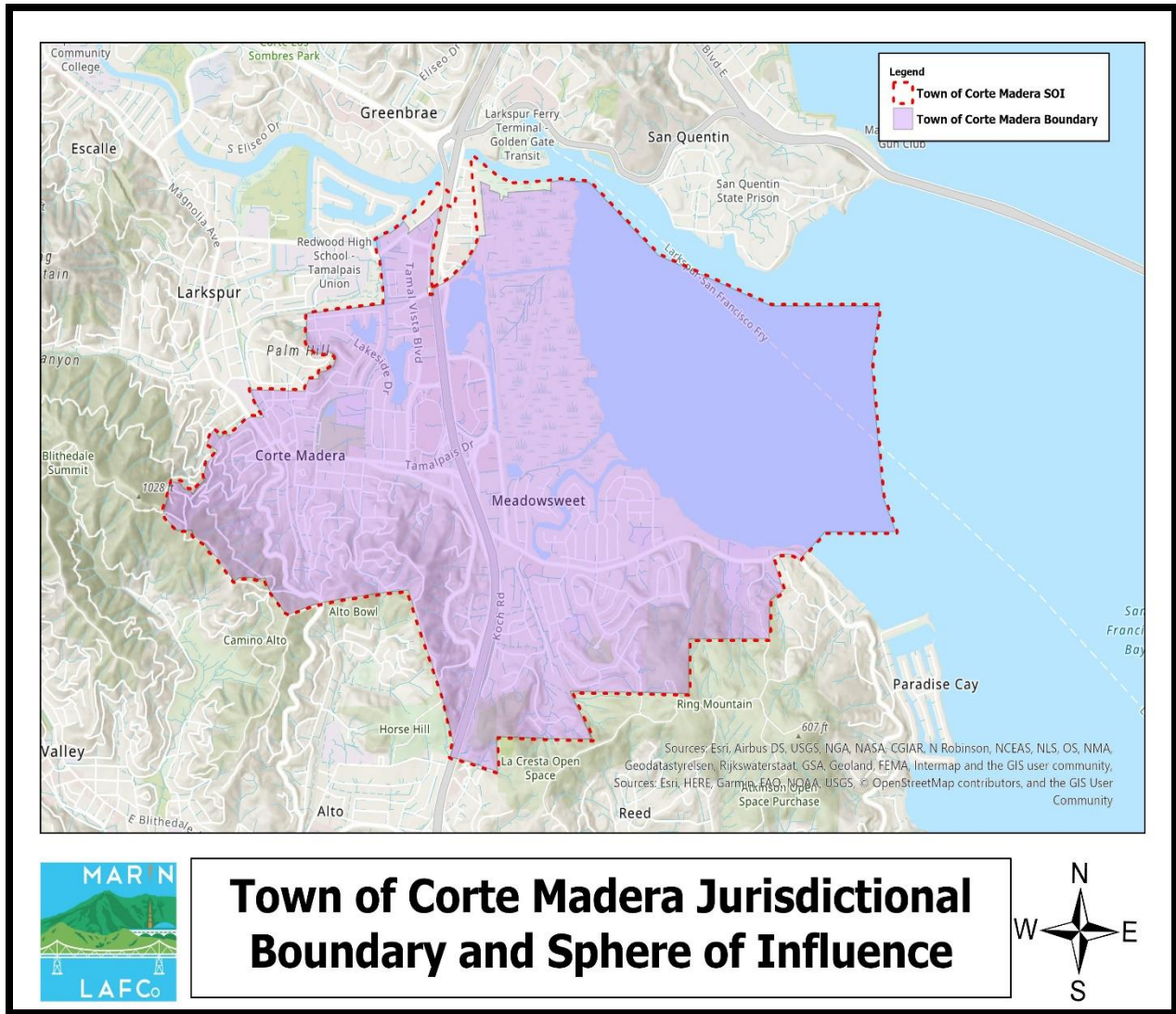
In 1906, the area that is now the Town of Corte Madera began to attract a large number of San Francisco families that were compelled to leave the city and its issues after the destruction of the earthquake. In 1916, Corte Madera was officially incorporated and became the first town between Sausalito and San Rafael to have a post office and a railroad station. The Town also had the

¹⁴ [U.S. Census Bureau QuickFacts](#)

advantage of a harbor which allowed for the infrastructure for easy trade of produce, beef, and lumber. The Town saw its most significant population growth after World War 2, where, between 1950 and 1970, the population ballooned from 1,933 to 8,464. Today, the population hovers just below 10,000 total residents.

6.3 JURISDICTIONAL BOUNDARY AND SPHERE OF INFLUENCE

Figure 6-1: Map of Town of Corte Madera Jurisdictional Boundary and SOI



The current jurisdictional boundary for the Town of Corte Madera is approximately 4.47 square miles (2,862 acres). Just under one-third of this total area extends into the San Francisco Bay. A large swath of the southern border of the Town is shared with unincorporated open space that separates the Town’s border from that of the Town of Tiburon. To the northwest the border is shared with the City of Larkspur, and to the southwest the City of Mill Valley. A portion of the southeastern border is flanked by the Town of Tiburon.

Most recently updated in 2007, the Town’s sphere of influence (SOI) is just slightly larger than its jurisdictional boundary at 4.51 square miles (2,886 acres). The area encompassed by the Greenbrae Boardwalk at the north edge of the Town near Highway 101 and the northern edge of the Corte Madera Marsh Ecological Reserve. The Greenbrae community is an unincorporated area located in the northwest portion of northern Corte Madera, east of Highway 101. This neighborhood is bordered on the north by Corte Madera Creek. The only access point from land is from the City of Larkspur. There are approximately 71 units in the community. Greenbrae receives paramedic services through the Ross Valley Paramedic Authority, fire protection services through County Service Area #31, and sewer services through Sanitary District #2. While the Marin County Sheriff’s Office is responsible for law enforcement services in the neighborhood, the Central Marin Police Authority responds to emergencies in these areas as needed. The Town states in its General Plan that it does not plan to annex¹⁵ the area “within the foreseeable future”.

6.4 POPULATION AND GROWTH

The Town of Corte Madera is essentially¹⁶ built out¹⁷ at this time with few remaining developable parcels. The Town targets future development to occur as infill¹⁸ (renovations of currently developed sites), consistent in scale and character with the existing buildings. The official population count from the 2010 U.S. Census was 9,253. The most recent population estimate from the United States Census Bureau of July 1, 2019, shows 5.2% growth¹⁹ over the past decade putting the Town’s population at 9,751. With a majority of the Town’s current zoning being for low-density residential, the current projection is for the population to remain fairly stagnant with an annual growth rate²⁰ of under .2% through 2030. A map of the current zoning for the Town can be seen below in figure 6-2.

¹⁵ [Town of Corte Madera General Plan: Land Use; Pg. 2-2](#)

¹⁶ [Town of Corte Madera General Plan: Land Use; Pg. 2-12](#)

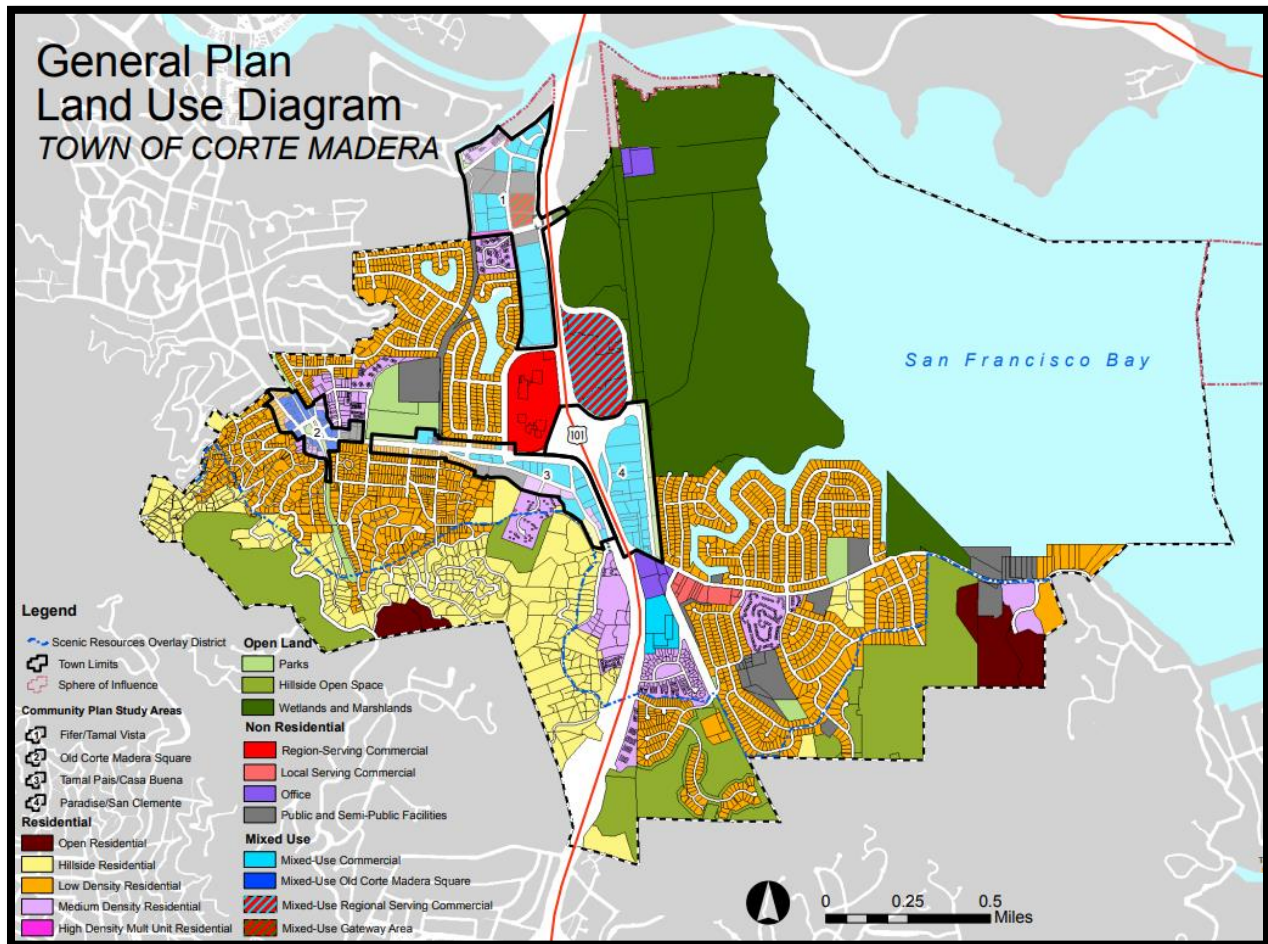
¹⁷ The term “built out” is used based upon the current zoning mandates within the Town’s General Plan

¹⁸ [Town of Corte Madera General Plan: Land Use; Pg 2-37](#)

¹⁹ [U.S. Census Bureau QuickFacts](#)

²⁰ [Town of Corte Madera Housing Element; Pg. 10](#)

Figure 6-2: Town of Corte Madera Zoning Map



6.5 ORGANIZATION STRUCTURE

Governance

The Town of Corte Madera operates under a council-manager form of government, wherein 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 made up of 5 members that are elected by the Town’s residents for 4-year terms. The members are elected on a staggered-term basis. Elections are held in March of even-numbered years. The Mayor and Vice-Mayor are chosen internally by the Council for a 1-year term, with the rotations of the seats taking place each year in July.

The Town Council acts as the governing body of the town and directs the operation of the town government by establishing town policies and programs. Other responsibilities include 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. The Town Council meetings are regularly scheduled for the 1st and 3rd Tuesdays of each month at 6:30pm in the Corte Madera Town Council Chambers located at 300 Tamalpais Drive in Corte Madera.

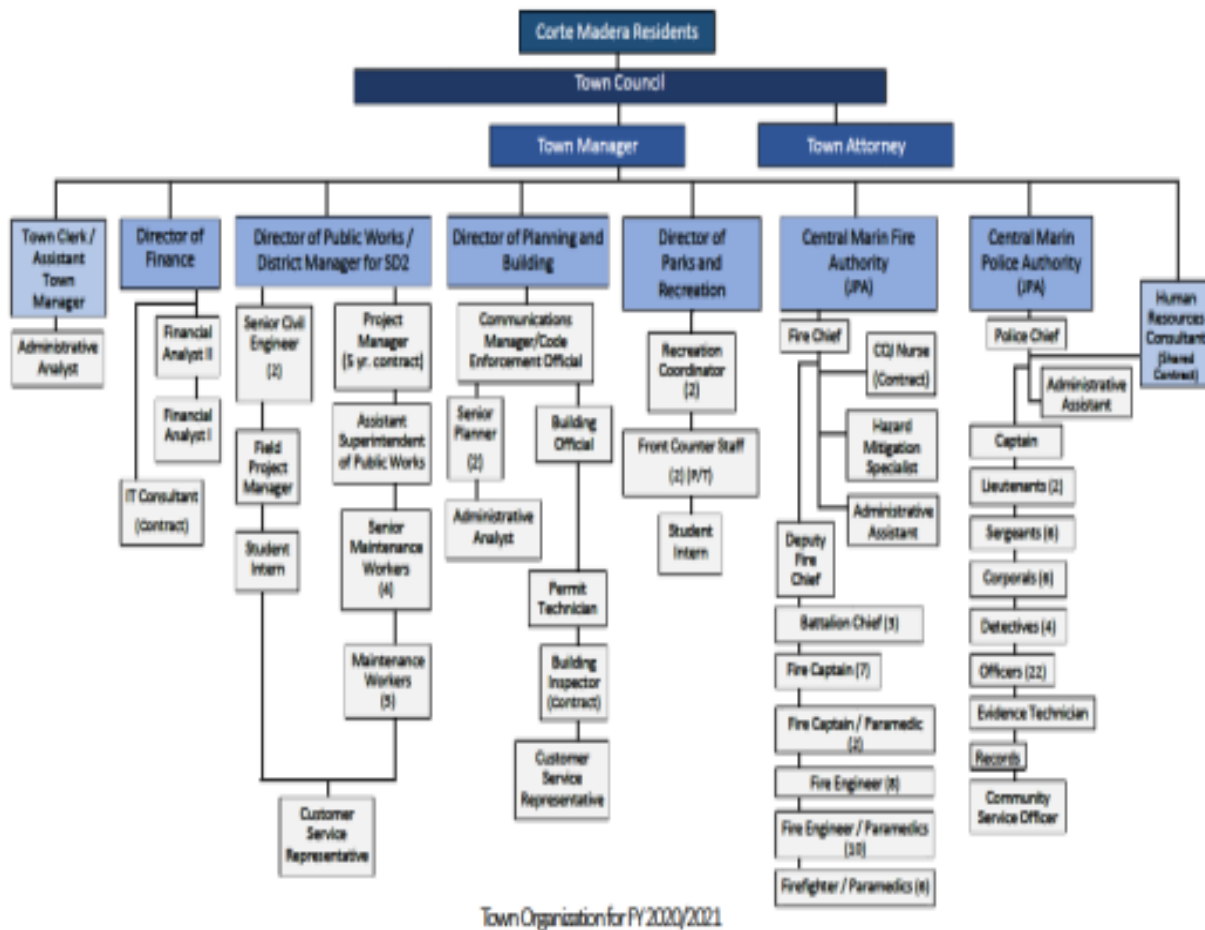
Table 6-2: Town of Corte Madera Town Council Members

Member	Position	Term End
Eli Beckman	Mayor	March, 2022
David Kunhardt	Vice Mayor	March, 2022
Fred Casissa	Member	March, 2024
Charles Lee	Member	March, 2024
Bob Ravasio	Member	March, 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 position of Town Clerk is also employed in the capacity of Assistant Town Manager and assumes the responsibilities of Town operations in the absence of the Town Manager. The Town Manager is an at-will employee and administers the Town of Corte Madera’s municipal departments. The current staffing level for all of the Town’s departments is 33 Full-Time Equivalent (FTE) employees. The Town’s organization chart can be seen below in figure 6-3.

Figure 6-3: Town of Corte Madera 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 the public 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 and Notices* section of the Town’s website. The public may also provide verbal comments or concerns by phone or in person at the Town’s administrative office during business hours and/or at Town Council meetings during the public comment period. The Town also offers a mailing list that can be subscribed to that allows members of the public to sign up for a myriad of different email options ranging from public safety alerts, to employment opportunities, to public meetings, and many other options as well.

6.7 MUNICIPAL SERVICES

The Town of Corte Madera provides a range of municipal services such as street maintenance, community development, and parks and recreation services. The Town also receives services from outside agencies for the provision of certain municipal services including water treatment and distribution and wastewater treatment and disposal. The Town provides the services of law enforcement, fire protection, and emergency response by way of participation in joint powers authorities. A description of these services is provided below.

Law Enforcement

The Town of Corte Madera 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 Corte Madera, Larkspur, and San Anselmo. 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, a juvenile/school resource 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. The funding formula gives the following amount of weight to each category: Calls for Service – 55%; Total Crimes – 25%; Total Citations – 10%; Total Accidents – 10%. 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.

On March 27, 2017, the Central Marin Police Council passed Resolution No. 2017/06 which adopted a fixed shares funding formula for FY 2017-18 and future fiscal years. The Council determined that the funding formula was equitable, just, and fairly represented the shares the Towns and City should pay moving forward. The adopted fixed shares are: Corte Madera – 27.86%; Larkspur – 33.71%; San Anselmo – 38.43%. The projected expenditures for the Town for FY 2020-21 for police services and supplies are \$3,642,545, approximately 19% of General Fund expenditures for the Town.

Central Marin Police Authority receives a full review in section 8.0 of this document. The Town's General Fund appropriations for police services can be seen below in figure 6-4.

Figure 6-4: Town of Corte Madera Police Expenditures

GENERAL FUND POLICE										
			2019-2020		2019-2020		2020-2021		2020-2021	
			Revised Budget		Estimated Actuals	% Total	Adopted Budget	% Total	Proposed Budget	% Total
Services and Supplies										
POLICE SERVICES CONTRACT			3,642,545	98.13%	3,642,545	97.97%	3,751,821	98.19%	3,642,545	95.33%
OTHER			69,263	1.87%	75,303	2.03%	69,262	1.81%	69,263	1.81%
SERVICES & SUPPLIES			3,711,808	100.00%	3,717,848	100.00%	3,821,083	100.00%	3,711,808	97.14%
TOTAL BUDGET			3,711,808	100.00%	3,717,848	100.00%	3,821,083	100.00%	3,711,808	97.14%

Fire and Emergency Response

Fire-related services and emergency medical response for the Town of Corte Madera are provided by the Central Marin Fire Department (CMFD). The Department is a joint powers authority made up of the Town of Corte Madera and the City of Larkspur that was recently established in 2018. Emergency response services are provided by the Department as a member agency of the Ross Valley Paramedic Authority. The two municipalities each contribute 50% of the Department's cost. For FY 2020-21, The Town of Corte Madera projects General Fund expenditures for CMFD to be \$4,670,310, which is approximately 25.8% of the Town's projected General Fund expenditures for the year. The total expenditures are \$183,266 less than the previous fiscal year largely due to the reorganization of the Fire Department following the retirement of the Fire Chief.

The Central Marin Fire Department receives a full review in section 7.0 of this document. The Town's General Fund appropriations for fire and emergency response services can be seen below in figure 6-5.

Figure 6-5: Town of Corte Madera Fire Expenditures

GENERAL FUND FIRE DEPARTMENT										
			2019-2020		2019-2020		2020-2021		2020-2021	
			Revised Budget		Estimated Actuals		Adopted Budget		Proposed Budget	% Total
Labor Costs										
Services and Supplies										
			4,712,210	98.79%	4,712,210	98.79%	4,853,576	98.83%	4,670,310	98.78%
			50,000	1.05%	50,000	1.05%	50,000	1.02%	50,000	1.06%
			7,500	0.16%	7,500	0.16%	7,500	0.15%	7,500	0.16%
			4,769,710	100.00%	4,769,710	100.00%	4,911,076	100.00%	4,727,810	100.00%
										0.00%
			4,769,710	100.00%	4,769,710	100.00%	4,911,076	100.00%	4,727,810	100.00%

Recreation

The Town of Corte Madera provides its residents with a Recreation Department that is responsible for developing and administering programs and services that help meet recreation, social, leisure, and cultural needs to the Town’s families, youths, and older adults through direct and contract programs. Town residents are provided with year-round recreational programs, classes, sports leagues, summer camps, and events. While the impacts of the COVID-19 pandemic have taken a toll on every branch of municipal service, recreation departments have been forced to find creative ways to continue to offer engaging programming to patrons under incredibly challenging circumstances. Some of the innovative programming that the Department continues to offer despite the challenging circumstances include the following:

- Socially distanced Junior Golf Academy
- Full-day camp for support with remote learning during school hours
- After-school camp with activities to help unwind from distance learning
- Adult virtual bartending classes
- Outdoor watercolor painting class

The Department offers the community multiple facilities, both outdoor and indoor, for a multitude of different activities as well as rental opportunities. These facilities include the Corte Madera Community Center, Neil Cummins Gym, Town Park, Cove Park, Granada Park, Skunk Hollow Park, Menke Park, Bayside Trail Park, and Higgins Landing. The Town also offers a 15,000 square foot dog park that opened in June of 2020.

General administrative functions such as salary and benefits of full-time staff, legal costs, internet services, and maintenance staff are supported by the General Fund, while the Recreation Fund

receives an annual General Fund transfer of \$200,000 that is recouped by class and program fees, advertising sales, partnerships, sponsorships, and rental income. The Parks and Recreation General Fund appropriation for FY 2020-21 amounted to \$406,471. The Department currently has 3.75 FTE staff members that it employs. The General Fund appropriations for the Recreation Department can be seen below in figure 6-6.

Figure 6-6: Town of Corte Madera Recreation Expenditures

GENERAL FUND RECREATION										
			2019-2020		2019-2020		2020-2021		2020-2021	
			Revised Budget		Estimated Actuals	% Total	Adopted Budget	% Total	Proposed Budget	% Total
Labor Costs										
SALARIES			221,992	52.35%	221,992	52.35%	224,792	52.28%	184,792	45.46%
RETIREMENT - NORMAL COST			9,300	2.19%	9,300	2.19%	10,709	2.49%	11,000	2.71%
BENEFITS			37,792	8.91%	37,792	8.91%	39,484	9.18%	52,679	12.96%
	LABOR COSTS		269,084	62.58%	269,084	62.58%	274,985	63.95%	248,471	57.79%
Services and Supplies										
OUTSIDE SERVICES			21,000	4.88%	21,000	4.88%	21,000	4.88%	21,000	4.88%
TRAINING AND EDUCATION			1,000	0.23%	1,000	0.23%	1,000	0.23%	1,000	0.23%
MAINTENANCE			99,000	23.02%	99,000	23.02%	99,000	23.02%	102,000	23.72%
UTILITIES			28,000	6.51%	28,000	6.51%	28,000	6.51%	28,000	6.51%
SUPPLIES			6,000	1.40%	6,000	1.40%	6,000	1.40%	6,000	1.40%
	SERVICES & SUPPLIES		155,000	36.05%	155,000	36.05%	155,000	36.05%	158,000	36.75%
	TOTAL BUDGET		424,084	98.63%	424,084	98.63%	429,985	100.00%	406,471	94.53%

Water

The water services to the Town of Corte Madera are provided by the Marin Municipal Water District (MMWD), an independent special district, which is a separate local agency from the Town. The District’s services are reviewed separately in Marin LAFCo’s Countywide Water Service Study (2016). This study can be viewed at 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 Corte Madera 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; and (3) 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 Corte Madera is represented by electoral division

5. Larry Russell is the elected official holding the seat for that division. 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 Corte Madera are provided by County Sanitary District No. 2 (SD2) and the Central Marin Sanitation Agency (CMSA). SD2 is one of three collection-only sewer agencies of the Central Marin Sanitation Agency, a joint powers agency that owns and operates a single treatment plant. All member agency collection systems terminate at the CMSA plant.

SD2 was initially formed as an independent district in 1901 with its own directly elected five-member board of directors among registered voters residing within the District. SD2 was governed in this manner until 1969 when the Town of Corte Madera proposed reorganization of the District as a subsidiary to the Town. This reorganization was permitted under State law as Corte Madera's jurisdictional boundary represented no less than 70% of both the District's total boundary and registered voters at the time of the reorganization. As a result of the reorganization, the Corte Madera Town Council acts as the SD2 Board and incorporates the District's business as part of the Town's regular meeting schedule. Corte Madera's Town Manager serves as the General Manager for SD2 and oversees all District activities with the aid of the Director of Public Works. The service activities directly performed on behalf of SD2 by the Public Works staff are focused on the engineering and maintenance aspects of the District's roughly 49-mile collection system as well as cost-recovery through the setting and collection of charges and fees.

SD2's adopted budget for FY 2020-21 carries a projection of \$3,162,320 for operating expenses. These expenses are carried by the projected total revenue for the year of \$6,869,960. The District also has a projected expense for capital projects for the year of \$6,350,000, in accordance with the District's Sewer Master Plan that calls for a myriad of major renovation projects. The beginning balance for the year was \$9,420,534 and, after a total projected expenditure budget of \$10,111,113, the District is projected to end the year with a positive working balance of \$6,179,381. A full breakdown of the District's budget can be seen below in figure 6-7.

Figure 6-7: Town of Corte Madera Sanitary District Expenditures

SANITARY DISTRICT NO. 2						
REVENUE AND EXPENDITURE SUMMARY						
		2017-2018	2018-2019	2018-2019	2019-2020	2020-2021
		Actual	Revised Budget	Estimated Actuals	Proposed Budget	Proposed Budget
REVENUE						
	PROPERTY TAX	3,192,487	2,959,340	3,300,000	3,432,000	3,534,960
	SEWER DISTRICT USER CHARGES	2,938,979	3,043,000	3,050,000	3,050,000	3,050,000
	INTEREST	98,492	50,000	220,000	220,000	220,000
	STATE REVENUE	14,748	15,000	15,000	15,000	15,000
	PERMITS AND FEES	137,445	50,000	50,000	50,000	50,000
	TOTAL REVENUE	6,382,151	6,117,340	6,635,000	6,767,000	6,869,960
		2017-2018	2018-2019	2018-2019	2019-2020	2020-2021
		Actual	Revised Budget	Estimated Actuals	Proposed Budget	Proposed Budget
EXPENDITURES						
	OPERATING EXPENSES:					
	Legal Services			15,571	100,000	100,000
	Outside Services, Contractors and Professionals	166,876	51,600	51,600	55,000	55,000
	Town Staff Providing Sanitary District services	349,500	450,000	450,000	675,000	675,000
	Sewer Treatment and Disposal	989,578	918,836	972,624	1,015,268	1,067,320
	Fog Source Control - CMSA	1,491	10,000		10,000	10,000
	Dues and Subscriptions	2,361				
	Maintenance	4,416	29,500	29,500	30,000	30,000
	Pump Station Maintenance - CMSA	339,844	692,236	500,000	800,000	800,000
	Sewer Maintenance, Cleaning and Repairs	141,168	290,000	290,000	290,000	290,000
	Utilities	68,957	95,000	95,000	110,000	110,000
	Supplies	15,102	34,500	20,000	25,000	25,000
	Transfer to Insurance Fund	38,000				
	Total Operating Expenses	2,117,292	2,571,672	2,424,295	3,110,268	3,162,320
	DEBT SERVICE					
	Debt Service Payments to CMSA	579,510	581,163	581,163	580,303	578,793
	Total Debt Service	579,510	581,163	581,163	580,303	578,793
	GRANT PROGRAMS					
	Lateral Ordinance Grant Program		50,000	5,000		
	Private Sewer Lateral Grant Pilot Program				500,000	
	Lower Lateral CIP Pilot Program				500,000	
	Low Income PSL Grant Pilot Program				40,000	20,000
	Total Grant Programs	0	50,000	5,000	1,040,000	20,000
	CAPTIAL PROJECTS					
	See Projects Listed on Next Page	804,869	3,168,160	725,000	6,130,000	6,350,000
	TOTAL CAPITAL PROJECTS	804,869	3,168,160	725,000	6,130,000	6,350,000
	TOTAL EXPENDITURES	3,501,672	6,370,995	3,735,458	10,860,571	10,111,113

Public Works

The Public Works Department's municipal service responsibilities include maintenance and improvement of all public infrastructure within town limits, including (but not limited to) maintenance of Town streets, parking lots, median islands, drainage ways, flood control pump stations, lagoons and marshes. The staff is responsible for maintaining the Town's parks and community gathering areas such as Menke Park, Cover Park, Skunk Hollow Park, Granada Park, and Town Park. As a subsidiary agency of the Town of Corte Madera, Public Works staff provides all engineering, management, and operational services to the wastewater collection system of Sanitary District No. 2. In addition, the Department provides a significant amount of attention paid to the Town's storm drainage system in the form of maintenance, cleaning, storm preparation, and emergency response during storms.

The Department is also responsible for completing the work and/or overseeing contractors that are hired to complete work on the Town's infrastructure that is laid out in the Town's Capital Improvement Program (CIP). The Town's CIP is constructed on a five-year planning cycle and has a two-year fiscally constrained budget that is formally updated every other year, and is reviewed and revised as necessary. The program receives funding by way of a voter-approved sales tax that initially passed in 2013 at a rate of ½ a cent and renewed in 2018 with an increase to ¾ of a cent. The current CIP runs through 2024 and can be viewed by way of the footnoted link below.²¹ The current FY CIP includes 83 projects, a significant increase from the prior year's 61 projects. This increased number is due in large part to an influx of grant revenue from entities such as the Metropolitan Transportation Commission, Active Transportation Program, Transportation Fund for Clean Air, and Safe Routes to School. A few of the larger projects listed in the current planning cycle include the following:

- Marina Village and Mariner Cover long term tidal and flood protection (tidal barriers and levee upgrades)
- Upgrade the existing pump station at Lagoon 1
- Tamal Vista Boulevard complete streets improvement
- 2021-23 pavement rehabilitation project
- Paradise Drive bikeway extension
- Fire station remodel
- Construct El Camino Drive sewer rehabilitation
- Pre-paving sewer rehabilitation project

The Public Works Department employs 9.5 full-time equivalent (FTE) workers. One of the cost-saving efforts made by the Town for FY 2020-21 was the elimination of the Public Works Superintendent position. This savings realized for the current fiscal year was the previously budgeted amount of \$124,138. An associate Civil Engineer position, budgeted at \$105,423, has also been removed and will be replaced with an Intern position in the amount of \$50,000. Appropriations from the Town's General Fund for the Department for FY 2020-21 amount to

²¹ [Town of Corte Madera CIP](#)

\$2,142,302, which is 77.67% of the amount of \$2,758,166 that had originally been adopted. A full breakdown of the Department’s budget can be seen in figure 6-8 below.

Figure 6-8: Town of Corte Madera Public Works Expenditures

GENERAL FUND PUBLIC WORKS DEPARTMENT										
			2019-2020		2019-2020		2020-2021		2020-2021	
			Revised Budget		Estimated Actuals	% Total	Adopted Budget	% Total	Proposed Budget	% Total
Labor Costs										
SALARIES			971,332	36.20%	760,000	31.65%	999,384	29.15%	803,935	25.12%
RETIREMENT - NORMAL COST			57,458	2.14%	43,981	1.83%	67,376	2.20%	53,987	2.31%
BENEFITS			257,315	9.59%	200,000	8.33%	294,113	7.24%	208,087	6.21%
	LABOR COSTS		1,286,105	47.93%	1,003,981	41.81%	1,360,873	49.34%	1,066,009	38.65%
Services and Supplies										
OUTSIDE SERVICES			524,593	19.55%	524,593	21.85%	524,593	19.02%	324,593	11.77%
TRAINING AND EDUCATION			4,200	0.16%	4,200	0.17%	4,200	0.15%	4,200	0.15%
DUES AND MEMBERSHIPS			700	0.03%	700	0.03%	700	0.03%	700	0.03%
MAINTENANCE			249,100	9.28%	249,100	10.37%	249,100	9.03%	203,100	7.36%
SPECIAL PROJECTS			75,000	2.79%	75,000	3.12%	75,000	2.72%	0	0.00%
EQUIPMENT RENTAL			6,000	0.22%	6,000	0.25%	6,000	0.22%	6,000	0.22%
UTILITIES			306,200	11.41%	306,200	12.75%	306,200	11.10%	306,200	11.10%
SUPPLIES			231,500	8.63%	231,500	9.64%	231,500	8.39%	231,500	8.39%
	SERVICES & SUPPLIES		1,397,293	52.07%	1,397,293	58.19%	1,397,293	50.66%	1,076,293	39.02%
TOTAL BUDGET			2,683,398	100.00%	2,401,274	100.00%	2,758,166	100.00%	2,142,302	77.67%

6.8 FINANCIAL OVERVIEW

The Town of Corte Madera 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 a biennial budget which is adopted and effective July 1st 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, or shifting priorities. The budget for the current fiscal year was most recently amended by way of resolution No. 27/2020 on July 7, 2020. 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 Town of Corte Madera creates its budget on a 2-year cycle, with the current fiscal year of 2020-21 being the second of the two years in the current cycle that included 2019-20. The Town Council adopted its FY 2020-21 budget in June of 2020 as it had been originally proposed back in June of 2019, however, the financial strains brought on by the COVID-19 pandemic caused a wide range of necessary budget adjustments for the Town that were proposed and adopted by the Town Council on July 7, 2020. While budget adjustments are not uncommon, especially in the scope of multi-year budget planning, the size and scope of the adjustments for the FY 2020-21 budget are notable.

The FY 2020-21 expenditure budget for the Town of Corte Madera was originally adopted at \$20,395,513. After the adopted budget adjustments on July 7, the expenditure budget for the Town is \$18,117,771. The expenditure budget is supported predominantly by a projected revenue of \$18,706,419. Prior to the adjustment, this amount was initially anticipated to be \$20,837,052. For the FY 2020-21, the Town reports that General Fund expenditures are projected to be \$2,973,168, or 14.1% lower than those of the previous year, while operating revenues are projected to drop by \$1,173,850, or 5.9% from the year prior.

The Town's General Fund revenues are projected to see substantial reductions for FY 2020-21 in sales tax revenue (by \$2,076,947)²² and transient occupancy tax revenue (by \$464,263). The drops in revenue are being offset in multiple ways, with some of the more significant amounts coming from a decrease in Town staff salaries (by \$308,515), decrease in pension trust payment (by \$925,680)²³, and decrease in other post-employment benefits trust payment (by \$200,000).

The Town derives revenue from several sources. Primary revenue sources include property taxes (34.14%), sales tax (23.25%), permits and service charges (8.67%), and franchise taxes (5.88%). Other revenues include revenue from the sanitary district, use of money and property, fines, and other miscellaneous revenues. A full breakdown of both revenue and expenditure totals and percentages for the Town for FY 2019-20 and 2020-21 as well as the FY 2020-21 adjustment can be seen below in figure 6-9.

²² [Town of Corte Madera: Resolution No. 27/2020](#)

²³ [Town of Corte Madera: Resolution No. 27/2020](#)

Figure 6-9: Town of Corte Madera Budget

TOWN OF CORTE MADERA GENERAL FUND Proposed Budget Revision, Fiscal Year 2020-2021							
Description	2019-2020			2020-2021		2020-2021	
	Rev Budget	Est. Actual	%Total	Proposed Budget	%Total	Proposed Budget	%Total
BEGINNING BALANCE	6,631,304	6,631,304		5,244,234		5,244,234	
REVENUE							
Property Taxes	6,786,126	6,919,511	33.4%	6,965,383	33.4%	7,113,333	38.0%
Franchise Taxes	1,239,216	1,252,894	6.2%	1,239,216	5.9%	1,224,191	6.5%
Other Taxes	7,965,279	7,960,886	48.5%	9,304,875	44.7%	6,754,031	36.1%
Permits and Services Charges	1,652,000	1,652,000	8.7%	1,877,000	9.0%	1,806,000	9.7%
Fines	30,800	45,000	0.2%	30,800	0.1%	45,000	0.2%
Use of Money and Property	692,800	692,800	0.7%	532,800	2.6%	532,800	2.8%
State and Federal Revenue	101,977	114,807	2.0%	101,977	0.5%	101,977	0.5%
Miscellaneous Revenue	785,000	1,242,371	0.2%	785,000	3.8%	1,129,087	6.0%
SUB TOTAL	19,253,198	19,880,269	100.0%	20,837,051	100.0%	18,706,419	100.0%
TRANSFERS IN	179,600	179,600		159,000		179,685	
TOTAL REVENUE AND TRANSFERS IN	19,432,798	20,059,869		20,996,051		18,886,104	
TOTAL RESOURCES	26,064,102	26,691,173		26,240,285		24,130,338	
EXPENDITURES							
Salaries	3,790,707	3,571,061	16.9%	3,800,426	18.6%	3,491,911	19.3%
Retirement - Normal Cost	241,890	227,042	1.1%	269,149	1.3%	267,416	1.5%
Retirement - Unfunded Liability	1,441,366	1,391,795	6.6%	1,359,700	6.7%	1,359,700	7.5%
Retirement - Pension Trust	1,956,000	1,956,000	9.3%	925,680	4.5%	-	0.0%
Other Retirement	20,000	20,000	0.1%	20,000	0.1%	20,000	0.1%
Other Benefits	843,975	766,873	3.6%	885,419	4.3%	830,352	4.6%
Retiree Benefits	535,000	480,699	2.3%	561,750	2.8%	550,000	3.0%
Prefunding OPEB	250,000	250,000	1.2%	200,000	1.0%	-	0.0%
Central Marin Police Authority	3,642,545	3,642,545	17.3%	3,751,821	18.4%	3,642,545	20.1%
Central Marin Fire Authority	4,712,210	4,712,210	22.3%	4,853,576	23.8%	4,670,310	25.8%
Outside Services and Contracts	2,165,407	2,310,625	11.0%	2,207,930	10.8%	1,859,624	10.3%
Training, Dues, Subscriptions	65,300	58,748	0.3%	65,300	0.3%	46,800	0.3%
Maintenance	658,100	583,100	2.8%	575,600	2.8%	572,600	3.2%
Utilities	410,100	410,100	1.9%	410,100	2.0%	410,100	2.3%
Supplies	396,300	393,600	1.9%	296,300	1.5%	295,300	1.6%
Other Expenditures	273,359	316,541	1.5%	212,761	1.0%	101,113	0.6%
SUB TOTAL	21,402,259	21,090,939	100.0%	20,395,512	100.0%	18,117,771	100.0%
TRANSFERS OUT	356,000	356,000		591,998		591,998	
TOTAL EXPENDITURES, TSFRS OUT	21,758,259	21,446,939		20,987,511		18,709,770	
Net Increase/(Decrease)	(2,325,461)	(1,387,070)		8,540		176,334	
ENDING BALANCE	4,305,843	5,244,234		5,252,774		5,420,568	
10% Reserve	2,175,826	2,144,694		2,098,751		1,870,977	
ENDING BALANCE	2,130,017	3,099,540		3,154,023		3,549,591	
Park Madera Center Balance	(2,033,304)	(2,033,334)		(2,012,973)		(2,019,985)	
REMAINING FUND BALANCE	96,713	1,066,206		1,141,050		1,529,606	

Debt

The Town of Corte Madera typically 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 obligations²⁴ for the fiscal year ended June 30, 2019, is \$37,637,297. This amount is a decrease of \$1,442,448 from the previous year. The Town's other post-employment benefits (OPEB) obligation decreased by \$184,000 and the Town's net pension obligation decreased by \$586,828, both of which contributed to the overall decrease in long-term obligations. The Town's current long-term debt obligations are as follows²⁵:

- **2016 Certificates of Participation**

In September of 2006, the Town issued \$10,575,000 in taxable, variable-rate Certificates of Participation (COPs) to finance the acquisition of land, structures, and improvements known as the Park Madera Center, a retail property. The debt is secured by a pledge of rental income. Both principal and interest payments are due annually on May 1st. Payments increase annually due to the fluctuating interest rate which was 1.7% in 2019 and increases to 4.0% in 2032. This debt is scheduled to be fully paid in 2032.

- **Bank Real Estate Loan**

In March of 2009, the Town Council authorized the purchase of a 50-percentage interest in land used for a Central Marin Police Authority facility. The loan is secured by the other real estate owned by the Town. Principal and interest payments are due annually on March 20th and September 20th at an interest rate of 2.5%. This debt is scheduled to be fully paid in 2029.

- **Insurance Claims**

The Town is a member of the Bay Cities Joint Insurance Authority (BCJIA), a self-insurance pool that provides liability insurance and workers compensation insurance to member government agencies. An actuarial valuation is performed each year to determine total claims liability for each member agency. As of June 30, 2019, BCJIA determined that the Town's total insurance claims liability was \$279,546.

- **Compensated Absences**

Town employees accumulate earned but unused vacation benefits up to a maximum of 300 hours, which can be converted to cash at the termination of employment. At year-end, \$256,709 was reported as the Town's current liability for compensated absences.

- **Other Post Employment Benefits (OPEB)**

The Town provides retiree medical benefits to employees who retire directly from the Town and are eligible for a CalPERS pension. The amount and type of benefit is contingent upon the date of hire. As of June 30, 2019, the Town's net OPEB liability was \$9,338,000.

- **CalPERS Pension**

The Town 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

²⁴ [Town of Corte Madera Annual Audit; FY Ending June 30, 2019, Pg. 5](#)

²⁵ [Town of Corte Madera Annual Audit; FY Ending June 30, 2019, Pg. 34-41](#)

of June 30, 2019, the Town's Net Pension Liability was \$18,594,161. The Town's pension funded ratio is approximately 72%.

6.9 SUSTAINABILITY

For the Town of Corte Madera, mitigating the impacts of climate change and proactive policy creation in combatting the exacerbation of climate change triggers is at the forefront of the Town's focus. In early 2016, the Town adopted its Climate Action Plan that assessed its greenhouse gas footprint and proposed policies and programs to reduce greenhouse gas emissions town-wide by 40% below 1990 emission levels by 2030, which is equivalent to 49% below 2005 emissions levels by 2030. The plan outlines specific programs for attaining sustainable lifestyles, building standards, environmental protection, and economic development within the Town. According to data from the Marin Climate and Energy Partnership²⁶, as of 2018 (the most recent data available), the Town had reduced its emissions relative to the 2005 baseline year by 36%.

Some of the proposed actions for emissions reduction include:

- Permitting incentives for solar hot water installations
- Promotion of residential and commercial program offerings through PG&E Marin County Energy Watch partnership with Marin Clean Energy
- Lighting efficiency and HVAC upgrades for the Town Hall and Fire Station
- Municipal purchase of 100% clean energy from Marin Clean Energy
- Implementation of electric vehicles through charging station installs and EV requirements for new commercial and multi-family development.
- Replacement of all public and street lighting with LEDs
- Consideration of CalGREEN Tier 1 residential and commercial green building ordinances

While the Town has already taken impressive steps to combat further impacts of climate change, an additional undertaking is nearing completion in the form of the Town's Climate Adaptation Plan. The approximately 18-month planning process focused on increasing the Town's resilience to the possible impacts of climate change and to provide the necessary foundation and framework to make decisions to address the Town's extensive range of climate change-related risks. With such a diverse landscape, the Town faces multiple risk areas such as drought, wildfire, extreme heat, inland flooding, and sea-level rise. The plan divides the Town into three fundamental areas: hillside, central, and shoreline. Each area faces its own unique climate-related issues and receives specific mitigation recommendations. The draft plan²⁷ can be viewed on the Town's website. The target for the plan to be finalized is February of 2021.

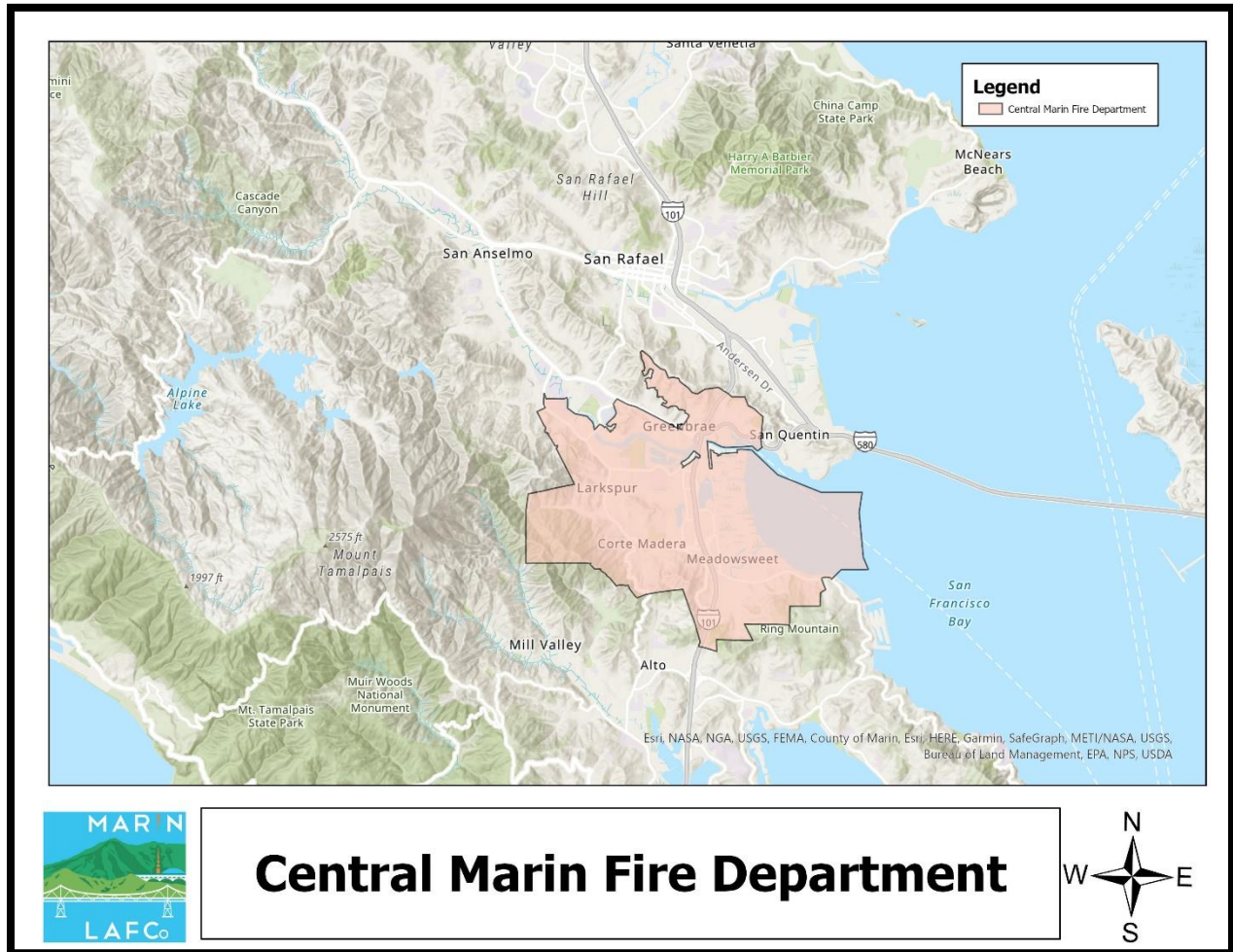
²⁶ [Marin Climate & Energy Partnership, "Marin Tracker"](#)

²⁷ [Town of Corte Madera Climate Adaptation Plan Draft](#)

7.0 CENTRAL MARIN FIRE DEPARTMENT

7.1 OVERVIEW

Figure 7-1: Map of the Central Marin Fire Department's Jurisdictional Boundary



The Central Marin Fire Department (CMFD) is a Joint Powers Authority (JPA) that is comprised of the fire departments from the Town of Corte Madera and the City of Larkspur. The CMFD boundary surrounds approximately 7.6 square miles of the southern Ross Valley area of Marin County. This area also includes service portions of County Service Area 31 (CSA 31) that include the unincorporated areas of the Greenbrae Boardwalk, Lucky Drive, and the San Quentin peninsula. The department serves a population of approximately 22,000 in the southern Ross Valley corridor. The last municipal service review that included both of the entities that make up CMFD was conducted in April of 2007 as part of the Ross Valley Area Service Review and Sphere of Influence Update.

The primary function of CMFD is to provide structural fire and emergency medical response to the Town of Corte Madera, City of Larkspur, and the unincorporated areas within their spheres of

influence. The CMFD also participates in the Marin County and California Mutual Aid system with nearby fire districts and responds to wildland fires as needed. The department is a member of the recently formed Marin Wildfire Prevention Authority (MWPA). The MWPA was formed in an effort to develop and implement comprehensive wildfire prevention and emergency preparedness throughout Marin County.

Table 7-1: Central Marin Fire Department Overview

Central Marin Fire Department Overview	
Primary Contact:	Chief Martin Ruben
Main Office:	342 Tamalpais Drive, Corte Madera
Formation Date:	October 18, 2018
Services Provided:	Fire Protection and Emergency Response
Service Area:	4,905 acres
Population Served:	≈22,000

7.2 FORMATION AND DEVELOPMENT

While the Central Marin Fire Department, as it is currently composed, is still in its infancy as a singular operating entity, the two separate departments that make up CMFD each have history dating back over 100 years. The Town of Corte Madera’s department was initially formed as a volunteer fire department in 1908. The volunteers provided fire protection by way of a chemical engine and 2 hose-carts. The first true fire truck was a Chevrolet Pope Hartford that was purchased in 1916. In 1928, the Town’s voters approved a bond issue for the purchase of an American LaFrance Pumper. The volunteer department became an official municipal department when it was incorporated in 1930. Funds were raised to build a fire station to house the truck on what is now Tamalpais Drive.

The City of Larkspur’s fire services began in 1906 with the formation of the Larkspur Association of Volunteer Firemen. At its inception, the only equipment available to the volunteers was a hose cart and a bucket brigade. Within 4 years, the volunteer operation had grown in numbers to 24 and the group had added 500 feet of hose to the original cart but were without a formal firehouse. Thanks in part to the profits the volunteers garnered from the annual outdoor dance they began known as the Rose Bowl, the volunteers built a strong financial foundation for the department and by the 1930s had purchased a state-of-the-art fire engine, built a new fire station, and installed a Gamewell Fire Alarm System and a Diaphone. The Diaphone was one of the first to be installed in California. The diaphone was used as an alert system that could be heard for up to 7 miles away. The diaphone, while no longer in use, is still operational to this day.

The two separate departments began sharing services on a small scale in 2013. The opportunity to expand their collaborative efforts came in 2015 when the fire chiefs for both Larkspur and Corte Madera announced their retirements. With an interim chief in place, the two municipalities began negotiations in 2016 that would merge the two departments in a similar manner to Central Marin Police Authority. In July of 2017, a draft JPA agreement was presented at the meeting of the Shared Fire Services Ad-Hoc Committee meeting, offering a prospective framework for the merger. Finally, in October of 2018, the final (and current) version of the joint powers agreement

between the City of Larkspur and the Town of Corte Madera was approved, creating the Central Marin Fire Authority.

7.3 MUNICIPAL SERVICES

Fire Protection and Emergency Response

The Central Marin Fire Department provides fire suppression (structure, vegetation, and vehicle), emergency medical services, fire prevention and inspections, vehicle accident response, disaster response, and community education to the Town of Corte Madera and the City of Larkspur as well as to small pockets of unincorporated land that are adjacent to the two municipalities. Incident call types the CMFD responds to include (but are not limited to) building fires, grass and brush fires, vehicle fires, other fires, medical, vehicle accident, hazardous conditions, good intent, false alarms, and severe weather. The Department operates 4 fire stations located in Larkspur, Greenbrae, and two stations in Corte Madera.

The Department currently has 40 full-time equivalent (FTE) employees who are authorized operational personnel, including 3 Battalion Chiefs, 9 Captains, and 9 Engineers. Daily on-duty staffing consists of 16 personnel staffing 3 Type-1 fire engines and one Advanced Life Support paramedic transport ambulance. 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 7-2. The Fire Chief oversees the general operations of the Department in accordance with the policy direction of the Management Committee and the Fire Council. The Fire Chief is supported in operational management by a Deputy Fire Chief. In addition, the Department has a shared services agreement with the Kentfield Fire Protection District that allows the agencies 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 Central Marin Fire Department has been classified most recently 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 moving forward.

In the calendar year 2020, CMFD responded to 3,271 incidents. This total is down from the prior year's number of 3,874 calls for service. 1,738 (53%) of those calls in 2020 were for emergency medical services. Other incident types the department responded to at a higher frequency during the year included motor vehicle accident with no injuries, motor vehicle accident with injuries, and smoke scare with odor of smoke. A breakdown of the responses in 2020 can be seen below in figures 7-2, 7-3, and 7-4.

Figure 7-2: CMFD Responses by Incident Type

INCIDENT TYPE	# INCIDENTS
100 - Fire, other	4
111 - Building fire	10
112 - Fires in structure other than in a building	1
113 - Cooking fire, confined to container	6
114 - Chimney or flue fire, confined to chimney or flue	1
118 - Trash or rubbish fire, contained	4
131 - Passenger vehicle fire	2
132 - Road freight or transport vehicle fire	1
140 - Natural vegetation fire, other	3
141 - Forest, woods or wildland fire	9
142 - Brush or brush-and-grass mixture fire	9
143 - Grass fire	4
150 - Outside rubbish fire, other	3
151 - Outside rubbish, trash or waste fire	4
160 - Special outside fire, other	4
162 - Outside equipment fire	1
221 - Overpressure rupture of air or gas pipe/pipeline	1
311 - Medical assist, assist EMS crew	10
320 - Emergency medical service, other	20
321 - EMS call, excluding vehicle accident with injury	1738
322 - Motor vehicle accident with injuries	46
323 - Motor vehicle/pedestrian accident (MV Ped)	6
324 - Motor vehicle accident with no injuries.	53
350 - Extrication, rescue, other	1
353 - Removal of victim(s) from stalled elevator	2
381 - Rescue or EMS standby	2
400 - Hazardous condition, other	2
411 - Gasoline or other flammable liquid spill	6
412 - Gas leak (natural gas or LPG)	26
413 - Oil or other combustible liquid spill	2
420 - Toxic condition, other	1
421 - Chemical hazard (no spill or leak)	6
422 - Chemical spill or leak	2
424 - Carbon monoxide incident	2
440 - Electrical wiring/equipment problem, other	13
442 - Overheated motor	2
444 - Power line down	10
445 - Arcing, shorted electrical equipment	6

Figure 7-3: CMFD Responses by Incident Type Continued

481 - Attempt to burn	1
500 - Service Call, other	8
511 - Lock-out	20
512 - Ring or jewelry removal	1
520 - Water problem, other	40
521 - Water evacuation	2
522 - Water or steam leak	9
531 - Smoke or odor removal	12
540 - Animal problem, other	1
541 - Animal problem	2
542 - Animal rescue	1
550 - Public service assistance, other	16
551 - Assist police or other governmental agency	8
552 - Police matter	9
553 - Public service	75
554 - Assist invalid	143
561 - Unauthorized burning	1
571 - Cover assignment, standby, moveup	67
600 - Good intent call, other	11
611 - Dispatched & cancelled en route	398
621 - Wrong location	4
622 - No incident found on arrival at dispatch address	80
650 - Steam, other gas mistaken for smoke, other	2
651 - Smoke scare, odor of smoke	76
652 - Steam, vapor, fog or dust thought to be smoke	8
653 - Smoke from barbecue, tar kettle	3
661 - EMS call, party transported by non-fire agency	1
700 - False alarm or false call, other	10
710 - Malicious, mischievous false call, other	2
715 - Local alarm system, malicious false alarm	1
730 - System malfunction, other	9
731 - Sprinkler activation due to malfunction	1
733 - Smoke detector activation due to malfunction	36
734 - Heat detector activation due to malfunction	1
735 - Alarm system sounded due to malfunction	31
736 - CO detector activation due to malfunction	16
740 - Unintentional transmission of alarm, other	22
741 - Sprinkler activation, no fire - unintentional	6
743 - Smoke detector activation, no fire - unintentional	27
744 - Detector activation, no fire - unintentional	10
745 - Alarm system activation, no fire - unintentional	53
746 - Carbon monoxide detector activation, no CO	4
813 - Wind storm, tornado/hurricane assessment	2
815 - Severe weather or natural disaster standby	1
900 - Special type of incident, other	15

Figure 7-4: CMFD Responses by Incident Type Continued

911 - Citizen complaint	1
Incidents Without Incident Type	1
Total Incidents	3271

Table 7-2: Resources and Personnel for Different Incident Types

Incident Type	Resources Dispatched	Total Personnel
Single-Patient EMS	1 Engine + 1 Paramedic Ambulance	6
Building Fire, Initial Response	3 Engines, 1 Ladder Truck, 1 Paramedic Ambulance, 1 Battalion chief	15
Wildland Fire	4 Engines, 1 Paramedic Ambulance, 1 Battalion Chief	15
Technical Rescue	3 Engines, 1 Ladder Truck, 1 Paramedic Ambulance, 1 Battalion Chief	15
Vehicle Fire	1 Engine	3
Hazardous Material	3 Engines, 1 Paramedic Unit, 1 Battalion Chief	12
Cardiac Arrest	2 Engines, 1 Paramedic Unit	8

Facilities and Apparatuses

Central Marin Fire Department operates and maintains 4 fire stations with 1 concurrently used as its administrative building (Station 14). The Stations are:

- Station 13 – 5600 Paradise Drive, Corte Madera, CA 94925
- Station 14 – 342 Tamalpais Drive, Corte Madera, CA 94925
- Station 15 – 420 Magnolia Avenue, Larkspur, CA 94939
- Station 16 – 15 Barry Way, Greenbrae, CA 94904

CMFD has a variety of apparatus that serve the community ranging from utility vehicles to paramedic trucks. A full outline of the Department’s current apparatus can be seen below in Table 7-3.

Table 7-3: CMFD Apparatus Inventory

Central Marin Fire Department Fleet Inventory	
Ambulances	
Medic-13 Reserve	2015 Ford
Medic 14	2020 Ford
Admin Vehicles	
Chief 14	2017 Ford Explorer
Deputy Chief 15	2008 Ford Expedition
Prevention 14	2018 Ford Explorer
Battalion Chief Vehicle	
Battalion 13	
Battalion 14	
Department Utility Vehicles	
Utility 13	2017 Chevy Crew Cab
Utility 14	2006 Ford Expedition
Utility 15	2015 Chevy Plus Cab
Utility 16	2007 GMC
Type 1 Engine	
Engine 13	2007 Pierce Dash Custom
Engine 14	2006 Pierce Dash Custom (Reserve Engine)
Engine 15	2006 Pierce Dash Custom
Engine 16	2017 Pierce Arrow Custom
Type 3 Engine	
Engine 613	2016 International Pierce Custom Wildland Engine
Engine 616	1998 International Westmark Custom Wildland Engine (Reserve Engine)

7.4 ORGANIZATION STRUCTURE

Governance

The Central Marin Fire Department is governed by a four-member council (Fire Council) that is comprised of two councilmembers from each of the participating agencies. Each of the member agencies also appoints an alternate in the event that a member is unavailable for a scheduled meeting date. The members of the Fire Council appoint a Chair and Vice-Chair on an annual basis. Because of the requirement of the members of the Fire Council to be elected officials from the participating municipalities, there are no term limits levied on Fire Council seats.

The CMFD Fire Council oversees policy adoption, adopting an annual budget, setting fees for service, and entering into contracts, 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 annual contribution, any single expenditure in excess of 3% of the adopted operating budget, or the closing of any existing fire stations requires the unanimous vote of the full Fire Council.

The CMFD Fire Council regularly meets on the second Thursday in February, May, August, and November at 6:30 pm at the Central Marin Police Authority community room, located at 250 Doherty Drive in Larkspur. A list of the current CMFD Fire Council members and their agency affiliations can be seen below in table 7-4.

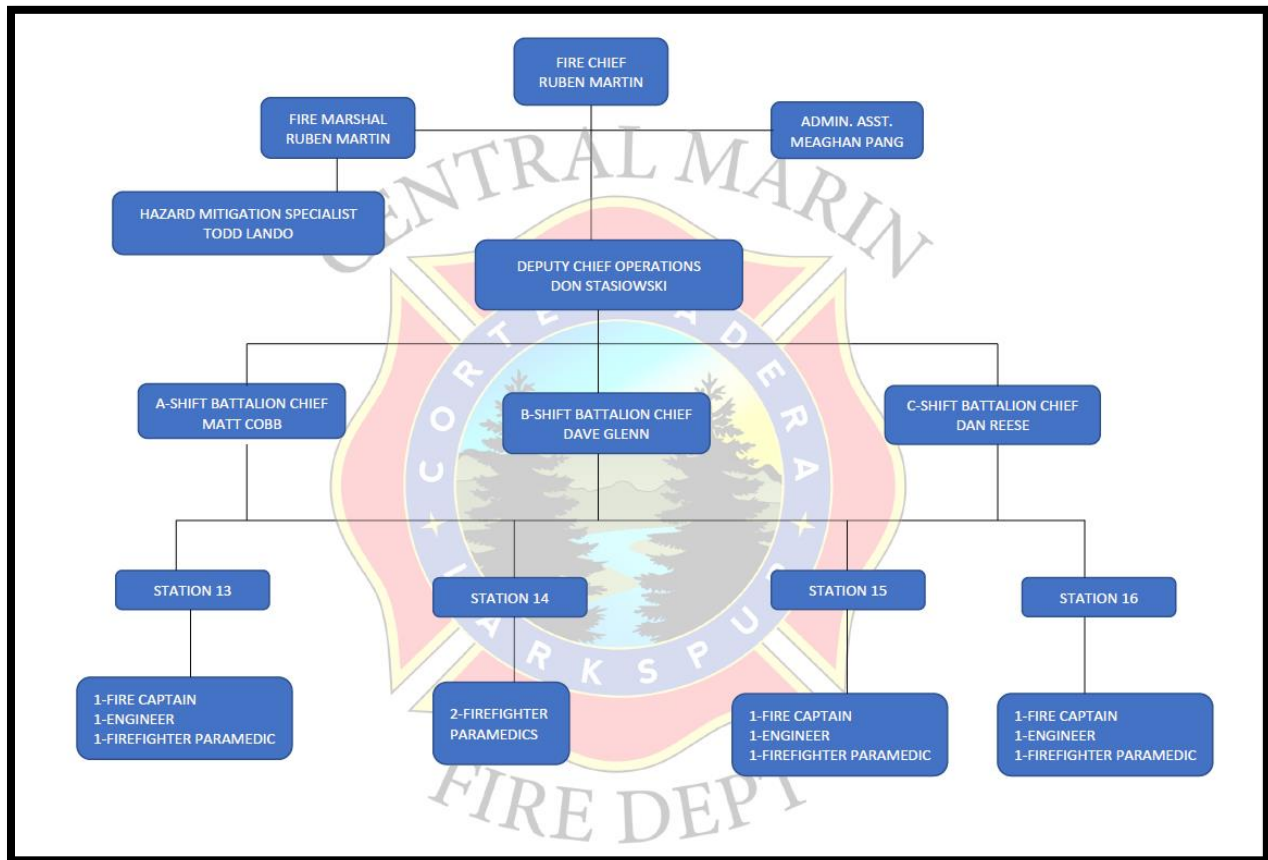
Table 7-4: CMFD Fire Council Members

Member	Position
Eli Beckman	Town of Corte Madera
Bob Ravasio	Town of Corte Madera
Fred Cassissa	Town of Corte Madera (Alternate)
Kevin Haroff	City of Larkspur
Catherine Way	City of Larkspur
Scot Candell	City of Larkspur (Alternate)

Administration

CMFD receives administrative oversight from a two-person Management Committee. The Management Committee is comprised of the City Manager of Larkspur and the Town Manager of Corte Madera. The Management Committee is charged with administering the priorities and policies established by the Fire Council for fire services, appointing a Fire Chief, and approving the hiring or termination of all personnel proposed by the Fire Chief, among other duties. The current Fire Chief for CMFD is Ruben Martin. The current staffing level for the department is 40 full-time equivalent (FTE) employees. The department’s organization chart can be seen below in figure 7-5.

Figure 7-5: CMFD Organizational Chart



7.5 ACCOUNTABILITY AND TRANSPARENCY

The Central Marin Fire Department maintains a high level of accountability and transparency surrounding all of its activities. The CMFD website (www.centralmarinfire.org) provides information on Fire Council meetings, financial reports, stations, history, prevention, and more. At this time, all legal requirements for public agency transparency are being met or exceeded by the department.

Meetings and Agendas

The CMFD Fire Council regularly meets on the second Thursday in February, May, August, and November at 6:30 pm at the Central Marin Police Authority community room, located at 250 Doherty Drive in Larkspur. Special meetings are held as necessary to go over specific topics such as the annual budget. Meeting agendas and minutes can be found by way of a link on the CMFD website (www.centralmarinfire.org/admin/fire-council) that routes the request to the document archive within the Town of Corte Madera's website (www.townofcortemadera.org/AgendaCenter/Fire-Council-Central-Marin-Fire-Authorit-11).

Annual Budget Review

The CMFD maintains extensive budgetary controls. The budget, adopted no later than June 15th of each year, provides overall control of revenue and expenditures, including appropriations on a line-item basis and the means of financing them. The budget does not include costs of replacement or reconstruction of any Fire Station that is owned by either of the member agencies. These costs remain the separate responsibility of the owning member. The Management Committee and the Fire Chief control and account for all expenditures under the adopted budget and make regular reports to the Fire Council on expense and revenue activities.

7.6 FINANCIAL OVERVIEW

Revenues and Expenditures

Approximately 90% of CMFD's annual operating revenues²⁸ come by way of contributions from its two member agencies. The agency's agreement sets forth an equal cost-share percentage of 50%. For fiscal year (FY) 2020-21, each agency's General Fund contribution was \$4,670,310. Both agencies show an increase in their contributions to the CMFD General Fund of approximately 9.4% in comparison to their adopted contributions in FY 2019-20. Additional revenue for the Department comes by way of Measure C and miscellaneous other revenues. Measure C is a tax measure that was passed in March of 2020 that levies a tax of ten cents per building square foot for improved commercial and residential parcels, \$75 per unit for multi-family residential, and \$25, \$100, or \$150 per parcel depending on acreage for unimproved parcels for ten years. The revenues from the tax are placed in a special fund for use solely for the purpose of providing wildland protection and prevention services to the member agencies of the Marin Wildfire Prevention Authority. Projected Measure C revenues for FY 2020-21 for CMFD are \$816,800. The total projected revenue for CMFD for FY 2020-21 is \$10,307,420.

Expenditures for the department are projected to be equal to revenues for FY 2020-21 at \$10,307,420. This is an increase from the previous fiscal year's expenditures by \$553,383, or approximately 5.7%. While the department projects to reduce its total labor costs from the previous fiscal year by \$223,293 (2.7%), the total expenditures for services, supplies, and equipment are projected to increase by \$776,676 (54.6%). A breakdown of the Department's revenues and expenditures for the current fiscal year as well as the prior two fiscal years can be seen below in figure 7-6.

²⁸ [CMFD FY 2020-21 Budget](#)

Figure 7-6: CMFD Budget

GENERAL FUND CENTRAL MARIN FIRE DEPARTMENT					
REVENUE					
		2018-2019	2019-2020	2019-2020	2020-2021
		Audited Actuals	Adopted Budget	Estimated Actuals	Proposed Budget
Larkspur Contribution		4,220,000	4,712,210	4,712,210	4,670,310
Corte Madera Contribution		4,220,000	4,712,210	4,712,210	4,670,310
State Fire Reimbursement		704,698		326,466	
Measure C Revenue					816,800
Other Revenue		10,669		4,755	150,000
	REVENUE	9,155,368	9,424,420	9,755,641	10,307,420
EXPENDITURES					
		2018-2019	2019-2020	2019-2020	2020-2021
		Audited Actuals	Adopted Budget	Estimated Actuals	Proposed Budget
Labor Costs					
SALARIES		1,571,097	6,165,531	6,576,000	6,224,709
RETIREMENT - NORMAL COST		176,234	797,231	780,000	813,579
HEALTH BENEFITS		187,169	922,199	800,000	850,000
PAYROLL TAXES AND OTHER BENEFITS		64,188	204,240	175,000	219,419
SALARIES/BENEFITS PAID BY LARKSPUR AND CORTE MADERA AND TRANSFERRED TO CMFA		5,974,050			
	LABOR COSTS	7,972,738	8,089,201	8,331,000	8,107,707
Services , Supplies and Equipment					
OUTSIDE SERVICES		323,634	403,615	500,000	1,118,088
TRAINING AND EDUCATION		50,650	29,500	6,000	20,000
DUES AND MEMBERSHIPS		5,647	12,500	12,500	12,500
EQUIPMENT MAINTENANCE		26,315	39,100	30,000	24,100
BUILDING AND GROUNDS MAINTENANCE		10,811	35,000	15,000	25,000
VEHICLE MAINTENANCE AND REPAIRS		66,071	77,000	45,000	70,000
UTILITIES		62,145	85,100	85,100	71,100
SUPPLIES		264,190	224,128	300,000	311,925
TECHNOLOGY AND EQUIPMENT			7,000	7,000	47,000
OTHER		56,154	0	0	0
TRANSFERS TO OTHER FUNDS		289,806	422,276	422,437	500,000
	SERVICES & SU	1,155,422	1,335,219	1,423,037	2,199,713
	TOTAL BUDGET	9,128,160	9,424,420	9,754,037	10,307,420

Financial Audit

The Central Marin 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, Marcello & Company, which issued an unqualified or "clean" opinion of the Department's financial statements for the fiscal year ending June 30, 2019. A breakdown of the revenues and

expenditures, and the change in fund balances for the year ended June 30, 2019, can be seen below in figure 7-7.

Figure 7-7: CMFD Breakdown of Revenues, Expenditures, and Change in Funds

	<u>General Fund</u>	<u>Insurance Fund</u>	<u>Total Governmental Funds</u>
REVENUE			
Member contributions	\$ 8,440,000	\$ -	\$ 8,440,000
State revenue	704,698	-	704,698
Permits and fees	1,640	-	1,640
Other revenue	9,030	-	9,030
Totals	<u>9,155,368</u>	<u>-</u>	<u>9,155,368</u>
EXPENDITURES			
Personnel	7,972,738	-	7,972,738
Outside services	323,634	-	323,634
Supplies	264,190	-	264,190
Training and education	50,650	-	50,650
Equipment maintenance	26,315	-	26,315
Vehicle maintenance	66,071	-	66,071
Utilities	62,145	-	62,145
Building maintenance	10,811	-	10,811
Dues and subscriptions	5,647	-	5,647
Other	56,153	-	56,153
Insurance	-	171,860	171,860
Totals	<u>8,838,354</u>	<u>171,860</u>	<u>9,010,214</u>
Excess Revenue over Expenditures	<u>317,014</u>	<u>(171,860)</u>	<u>145,154</u>
Other Financing Sources (Uses)			
Transfers in	-	289,806	289,806
Transfers (out)	<u>(289,806)</u>	<u>-</u>	<u>(289,806)</u>
Totals	<u>(289,806)</u>	<u>289,806</u>	<u>-</u>
Change in Fund Balances	27,208	117,946	145,154
Fund Balances - beginning	-	-	-
Fund Balances - end of year	<u>\$ 27,208</u>	<u>\$ 117,946</u>	<u>\$ 145,154</u>

Debt

The Department, as of June 30, 2019, is carrying \$443,939 in long-term debt. The following outlines the two sources that comprise this debt:

- **Compensated Absences** – The department 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 Department had a balance of \$272,079 in accrued compensated absences, with \$27,208 due within one year.
- **Workers Compensation Claims** – The accrued claims payable are based upon an actuarial review of the program’s discounted and undiscounted liability for outstanding claims as of June 30, 2019. As of that date, the department had an ending balance liability of \$171,860, with \$65,577 due within one year.

While the Central Marin Fire Department does provide a pension plan for its employees and is part of the California Public Employees Retirement System (CalPERS), as of the most recent audit, the Department carried no pension liability of its own. CalPERS provides retirement, disability, and death benefits based on the employee’s years of service, age, and final compensation. Within the language of the Joint Powers Agreement, both parties agreed to keep all of the unfunded pension liabilities tied to any employee of the Department prior to the enactment of the agreement tied strictly to the member agencies and for them not to be transferred to the Department. Any subsequent hire’s pension liabilities would be the burden of the department. The agreement defines this parameter with the following:

“Liability of the Members for their respective CalPERS Plans/Programs existing prior to the Effective Date (October 18, 2018), including any actuarially-calculated liability and any changes after the Effective Date in the actuarially-calculated liability for service by employees of a Member that occurred prior to the Effective Date, shall remain with the individual Members and shall not transfer to the Authority nor be subject to this proportionate-share liability provision.”

In addition to the pension plan, the CMFD provides post-retirement benefits (OPEB) to its retirees. As of June 30, 2019, the Department carried a Net OPEB liability total of \$7,345,000. The OPEB liability agreement between the two member agencies states that any liability tied to an employee that had retired prior to the Effective Date (October 18, 2018,) would be the liability of the separate member agencies and not of the Department. Any OPEB liability for current or subsequent employees of the Department is the responsibility of the Department to track. The member agencies mutually agree on the division of OPEB costs and are responsible for determining the source of funding of its respective share of Department OPEB liability costs.

7.7 WILDLAND FIRE PREPAREDNESS

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

The CMFD 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 Department’s website is a thorough guide to defensible space inspections and the requirements of each inspected item in order to assist home-owners in having the necessary knowledge to create a buffer around their homes to help protect from heat, flames, and embers during a wildfire. In addition, the Department mails a full four-page brochure to homeowners in the WUI prior to annual inspections by the Department in order to ensure the necessary time to prepare for upcoming inspections.

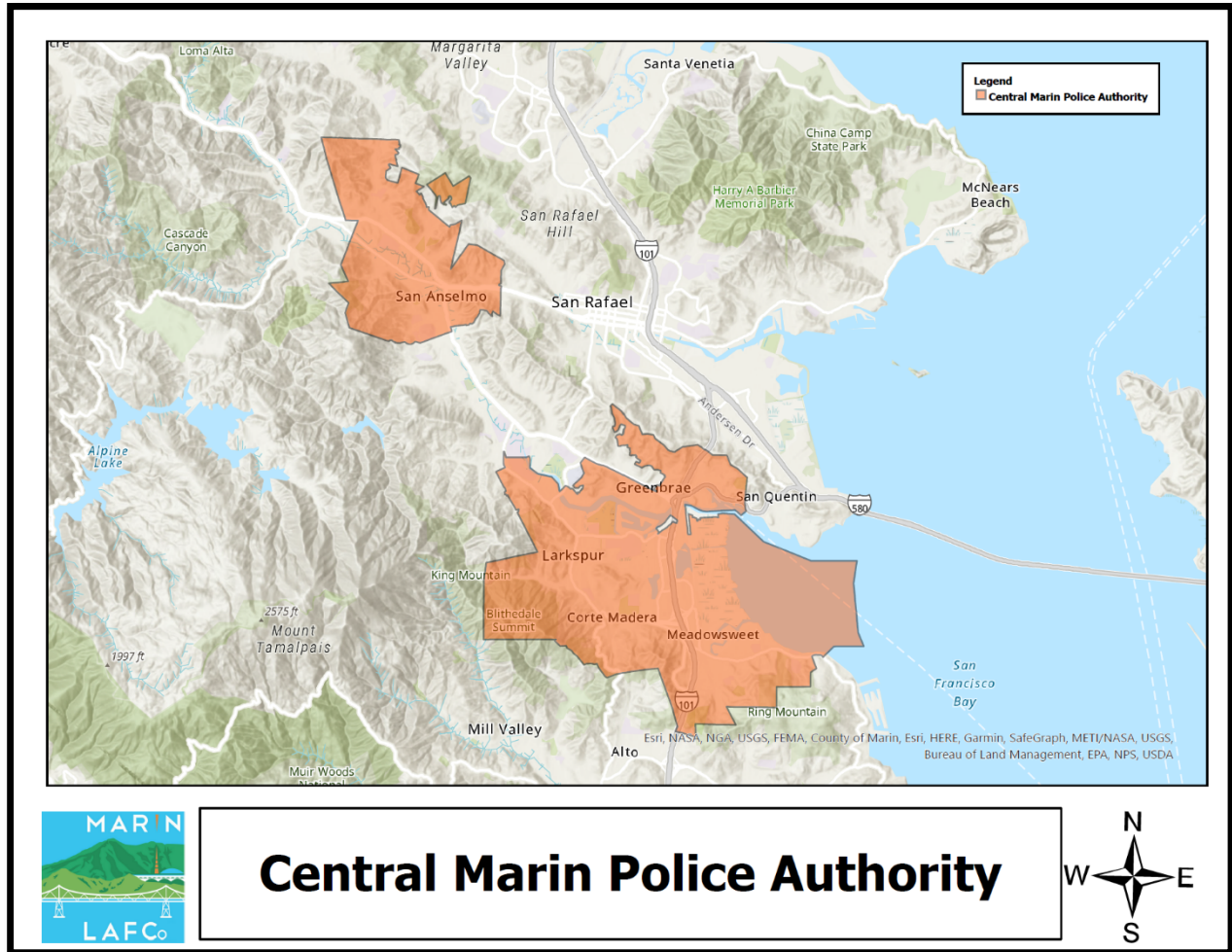
The Department also is a member of the recently formed Marin Wildfire Prevention Authority (MWPA). The JPA was created in March of 2020 by way of a voter’s tax measure (Measure C). The tax measure provides additional funding for local fire agencies within Marin County that is designated specifically for wildfire prevention measures such as vegetation management, wildfire detection and evacuation program improvements, public education, and defensible space evaluations. The Central Marin Fire Department received an additional \$816,800 in revenue for FY 2020-21 by way of the MWPA.

Some of the recent work the Department has performed in an effort to make the WUI area within its boundary safer is the reduction of hazardous vegetation located along the primary and secondary evacuation routes for properties located on and around Madrone Canyon. In February of 2020, Department employees spent a period of seven days cutting back and removing vegetation and tree limbs that encroached on the roadway and removed hazardous or combustible vegetation located along the roadway. The Department also offers multiple “chipper days” each year for residents to be able to dispose of their property’s brush, branches, and dead vegetation.

8.0 CENTRAL MARIN POLICE AUTHORITY

8.1 OVERVIEW

Figure 8-1: CMPA Jurisdictional Boundary



The Central Marin Police Authority (CMPA) is a Joint Powers Authority (JPA) that serves as the police department for the Town of Corte Madera, the Town of San Anselmo, and the City of Larkspur. The CMPA boundary surrounds approximately 10.3 square miles of the Ross Valley area of Marin County. The department serves a population of approximately 35,000 throughout the Ross Valley corridor. The last municipal service reviews that included each of the entities that make up CMPA were conducted in April of 2007 as part of the Ross Valley Area Service Review and October of 2020 for the Upper Ross Valley Municipal Service Review. The primary function of CMPA is to provide police services to the Town of Corte Madera, the City of Larkspur, and the Town of San Anselmo.

Table 8-1: CMPA Overview

Central Marin Police Authority Overview	
Primary Contact:	Chief Michael Norton
Main Office:	250 Doherty Drive, Larkspur
Formation Date:	January 1, 2013
Services Provided:	Law Enforcement
Service Area:	6,600 acres
Population Served:	≈35,000

8.2 FORMATION AND DEVELOPMENT

The Central Marin Police Authority, now a 3-member joint powers authority, initially began as a 2-member joint powers authority back in 1980. At that time, after a year of planning, the Town of Corte Madera and the City of Larkspur created the initial JPA for police services between the two municipalities known as the Twin Cities Police Authority. As it was at that time comprised, the JPA was headquartered out of the Larkspur Police Station. By the early 2000s, the police station was in need of major renovations. As such, in 2008, a plan was formulated for the construction and equipping of a brand new public safety, police, and emergency response facility on the site of the active police station at the time. In November of 2008, Measure E was passed authorizing \$20,000,000 in bonds and levying special taxes to pay the bonds and District costs, and the plan was set in motion.

In order to continue operations, however, the Twin Cities Police Authority required an interim base of operations. In 2009, the San Anselmo Police Department agreed to allow the Authority to temporarily relocate its dispatch center to San Anselmo to help facilitate operations during the construction of the new police station. The merging of dispatch services led the police chiefs to begin discussions on other possibilities for shared services between the agencies. With both agencies experiencing budget reductions from the recession at the time, the question began to be asked as to whether a formal consolidation could produce long-term savings for the three municipalities while maintaining or improving service delivery for each community.

From 2010-2012, the Twin Cities Police Authority and the San Anselmo Police Department created a number of agreements that allowed the agencies to share resources and begin to integrate some of their operations. With the colocation of dispatch services shining a light on the ability to operate a shared dispatch center that required only one supervisor position and lowering the number of total employees, the agencies soon after agreed to form a single investigative unit which lowered the total number of officers assigned to detective duty from five to four and provided the Town of San Anselmo with a supervising detective for the first time in its department’s history. Subsequently, the agencies would soon after combine Special Response and Crisis Negotiation Teams, which budget constraints had nearly eliminated at the time. In 2011, an agreement was created for the agencies to consolidate command level services with the sharing of Captains and an Administrative Assistant. This agreement led to labor representatives from both agencies agreeing to form a single Support Services Division that included investigations, evidence, records, and dispatch, as well as jointly operating daily traffic and patrol teams. Each agreement led to a greater level of overall cost savings.

In early 2012, with numerous examples of compatibility as well as the completion of a state-of-the-art facility, discussions of complete consolidation began in earnest between town and city council members as well as the municipal managers. With the announcement of the San Anselmo Police Chief's intentions to retire, the table was set for a new single agency to be formed. On January 1, 2013, the Central Marin Police Authority was formed.

8.3 MUNICIPAL SERVICES

Law Enforcement

The Central Marin Police Authority provides law enforcement services to the Town of San Anselmo, Town of Corte Madera, and the City of Larkspur. The Authority's headquarters are located at 250 Doherty Drive in the City of Larkspur. Administrative management and direction for CMPA operations are provided by way of the Chief of Police. The Chief of Police manages the Authority's two main divisions, Field Operations and Support Services, as well as overseeing training and development for both sworn and civilian employees, selection and background investigations, the volunteer program that allows members of the multiple communities to assist with a number of duties, the police chaplain program, and the crisis intervention team. In addition, the Chief's administrative team oversees the fiscal management and budget preparation for the Authority, as well as reporting to the CMPA Management Committee and the Police Council.

Some of the recent administrative accomplishments for CMPA include the following:

- Advanced training in a multitude of law enforcement disciplines such as use of force, leadership development, defensive tactics, traffic investigations, and supervisor response to critical incidents, among other trainings
- Recruited, interviewed, conducted background investigations, and trained six Police Officers and two Police Cadets
- Hosted two community engagement events called Coffee with a Cop
- Implemented a five-year fleet plan with a focus on purchasing and refurbishing outdated fleet
- Collaborated with local fire agency partners to enhance responses and community notifications to fire disasters.

A few of the notable short-term goals that have been identified for the administrative team are as follows:

- Focus on increased traffic enforcement and additional traffic safety programs
- Implement an online reporting system to provide community members with another method of reporting non-violent crimes
- Evaluate records management system
- Continue to evaluate and be flexible during the COVID-19 pandemic in order to ensure continued police services at a high level

The Field Operations Division of CMPA houses a myriad of law enforcement elements for the Authority such as patrol administration, patrol operations, field training officer program, reserve officer program, police cadet program, critical response unit, and equipment management. Patrolling of the member communities is conducted 24-hours a day and seven days a week.

Officers within this division operate in marked police vehicles, on bicycles, and on foot. Traffic operations includes three police motorcycles. Some of the recent accomplishments of the Field Operations Division include:

- Increased presence throughout shopping centers to combat growing problem of auto burglaries
- Successfully located a missing elderly female who suffered from Alzheimer's
- Selected and trained three new field training officers
- Critical Response Unit members participated in the successful resolution of two critical incident callouts
- Successfully completed a Department of Justice audit to ensure compliance within State guidelines
- Escorted children to school on Walk and Bike to School day in San Anselmo
- Facilitated community meetings addressing traffic safety issues

Some of the upcoming goals that have been identified for the Field Operations Division are as follows:

- Conduct monthly special enforcement operations
- Begin comprehensive assessment of job functions and roles to explore more efficient processes and ensure compliance with all applicable state and federal requirements
- Research and implement a new field training software program
- Increase the level of proactivity to accomplish a reduction in property crimes
- Conduct quarterly Homeless Outreach Police Evaluation team operations

Finally, the Support Services Division manages and directs the investigative element of the Authority, as well as the school resource officer/juvenile detective program, communications, and budget management. The investigative unit works on crimes against both persons and property and contains detectives that are assigned to specific areas of expertise such as residential burglaries, automobile thefts, missing persons, and violent crimes, among other things. Some of the recent accomplishments for the Support Services Division include:

- Arrested three auto burglary suspects
- Arrested and subsequently murder charged a fatal DUI incident
- Arrested mail theft suspects resulting in several cases in both CMPA and surrounding agencies being closed
- Actively participated and played a major role in the Marin County multidisciplinary team dedicated to identifying and assisting commercially sexually exploited children
- Investigated all Child Family Service referrals ranging from child neglect to sexual assault

Some of the goals identified for the Division moving forward include:

- Offer a presence at all back to school parent meetings to provide them with Officer's biography, job description, and goals for the school year.
- Continue to work closely with other county investigation units to share crime data
- Continue the specialized training of detectives related to their areas of expertise

- Continue to monitor cold cases and DNA hits for resolutions and dispositions
- Implement new sexual offender registration guidelines per updated legislation and attend related training.

At the time of this document’s writing, the Authority employs 47 full-time equivalent (FTE) staff members, which includes 42 sworn officers. The organizational charts for both the Field Operations Division and the Support Services Division can be seen below in figures 8-2 and 8-3.

Figure 8-2: CMPA Field Operations Organizational Chart

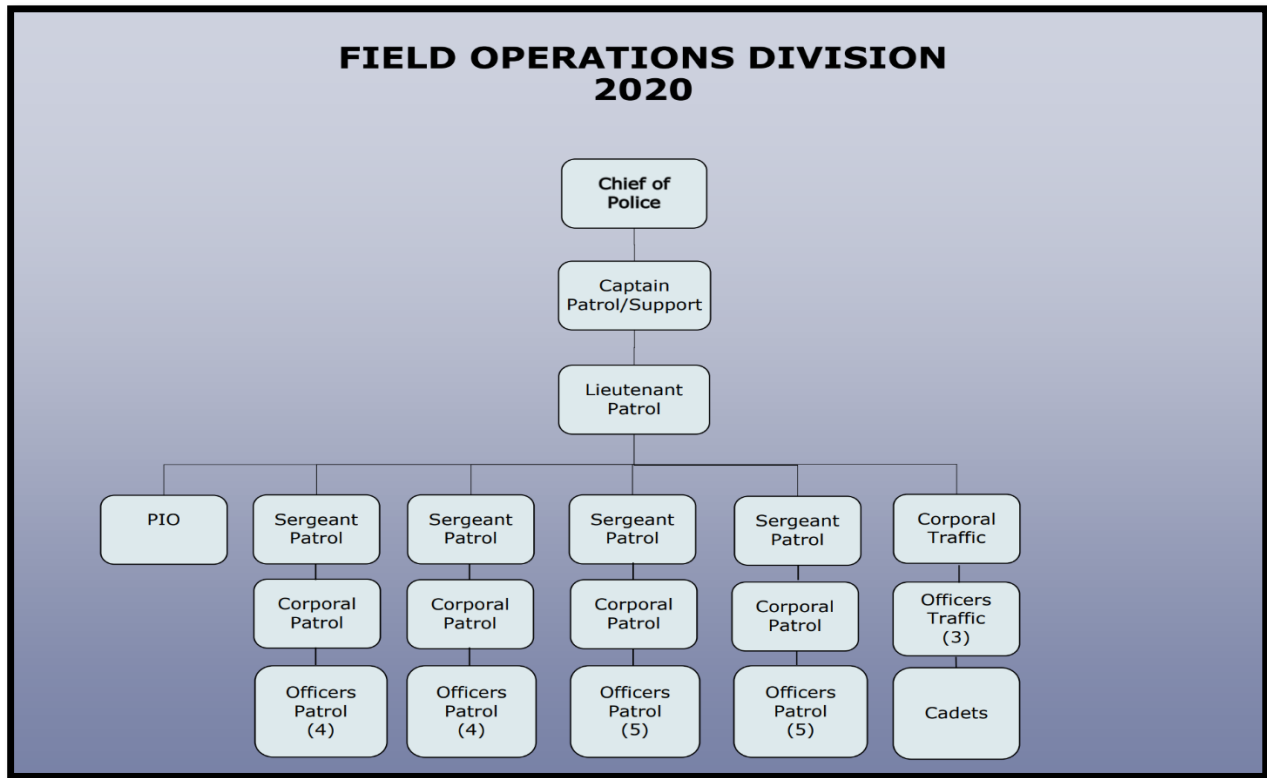
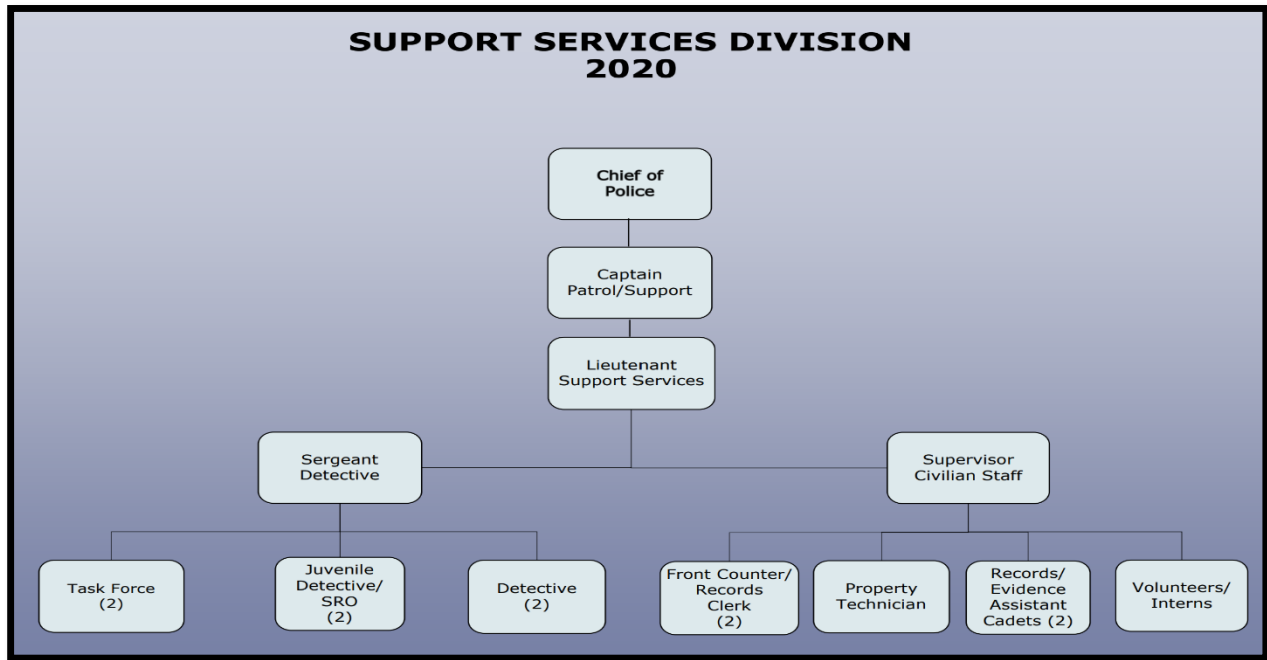


Figure 8-3: CMPA Support Services Organizational Chart



In March of 2015, the Authority entered into an agreement with the Marin County Sheriff’s Office for the provision of dispatching services for an annual contribution of \$659,935. The agreement resulted in a significant reduction in costs for the member agencies as well as streamlining services by unifying police, fire, and medical dispatch for the jurisdictions. The unification has helped to eliminate any delay in medical dispatch, which was a compelling prospect for the elected officials in ultimately making the decision. The CMPA dispatchers who were employed at the time of the agreement were all afforded the opportunity to interview for positions within the Marin County Sheriff’s Department as part of the agreement. In the 2019 calendar year, CMPA received a total of 45,870 calls for service. This is an increase of 1,444 calls, or approximately 3.25%, from the prior year. Approximately 37% of the calls came from the City of Larkspur, 35% from the Town of San Anselmo, 26% from the Town of Corte Madera, and 2% from areas served that are outside of the 3 municipalities jurisdictional boundaries. The majority of the calls for service were for extra patrol requests (15.6%), traffic stops (13.4%), citizen assist (8.7%), and assist to a partner fire agency (8.5%). The reports taken for major crimes increased by 46.1% over the previous year, from 831 in 2018 to 1,214 in 2019. 481 of these reports were taken in Corte Madera, 472 in Larkspur, and 261 in San Anselmo. Further information on the calls for service and major crimes reports are illustrated below in figures 8-4, 8-5, 8-6, 8-7 and 8-8.

Figure 8-4: CMPA Calls for Service Analysis

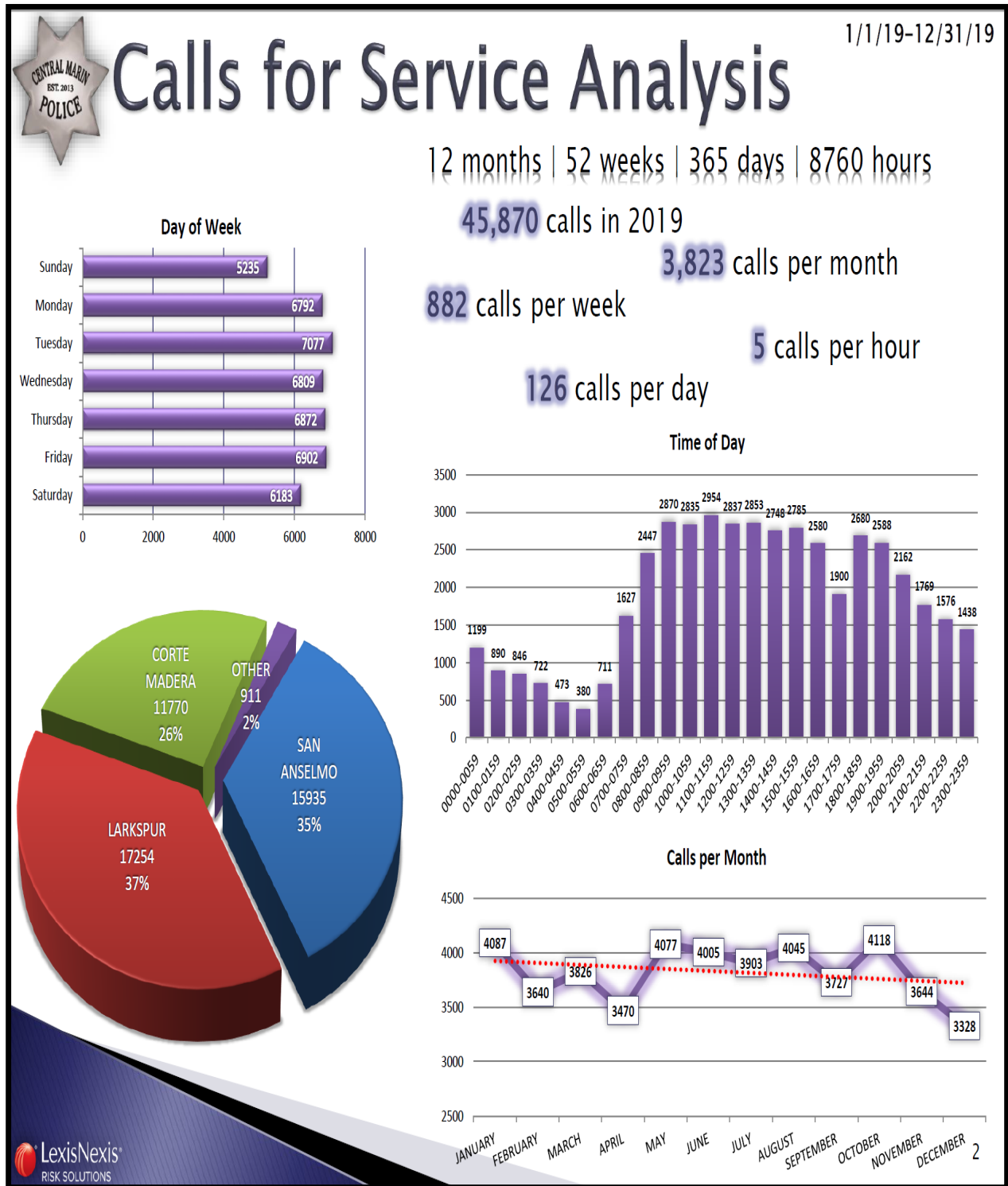


Figure 8-5: Corte Madera's Top Calls for Service

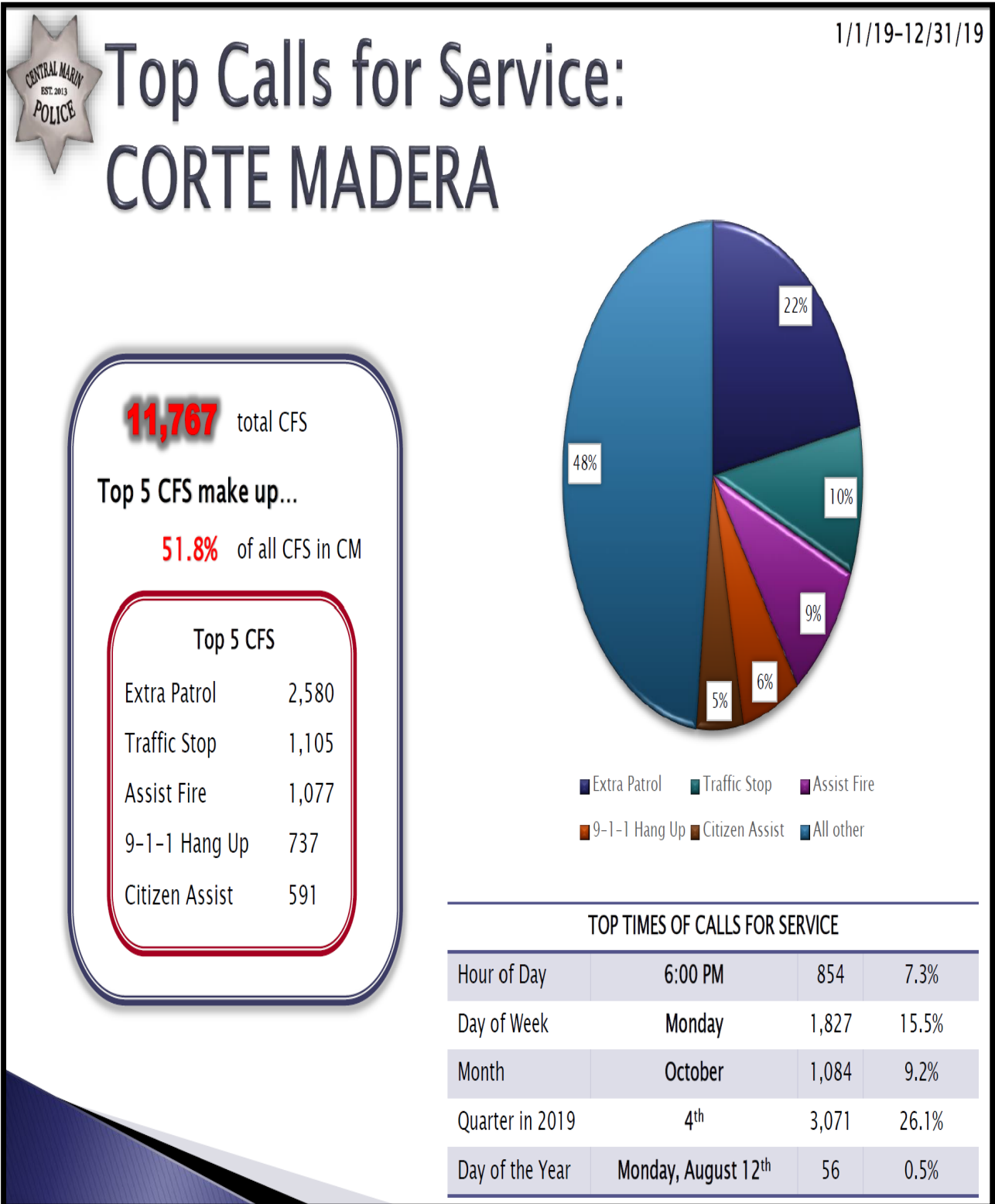


Figure 8-6: Larkspur Top Calls for Service

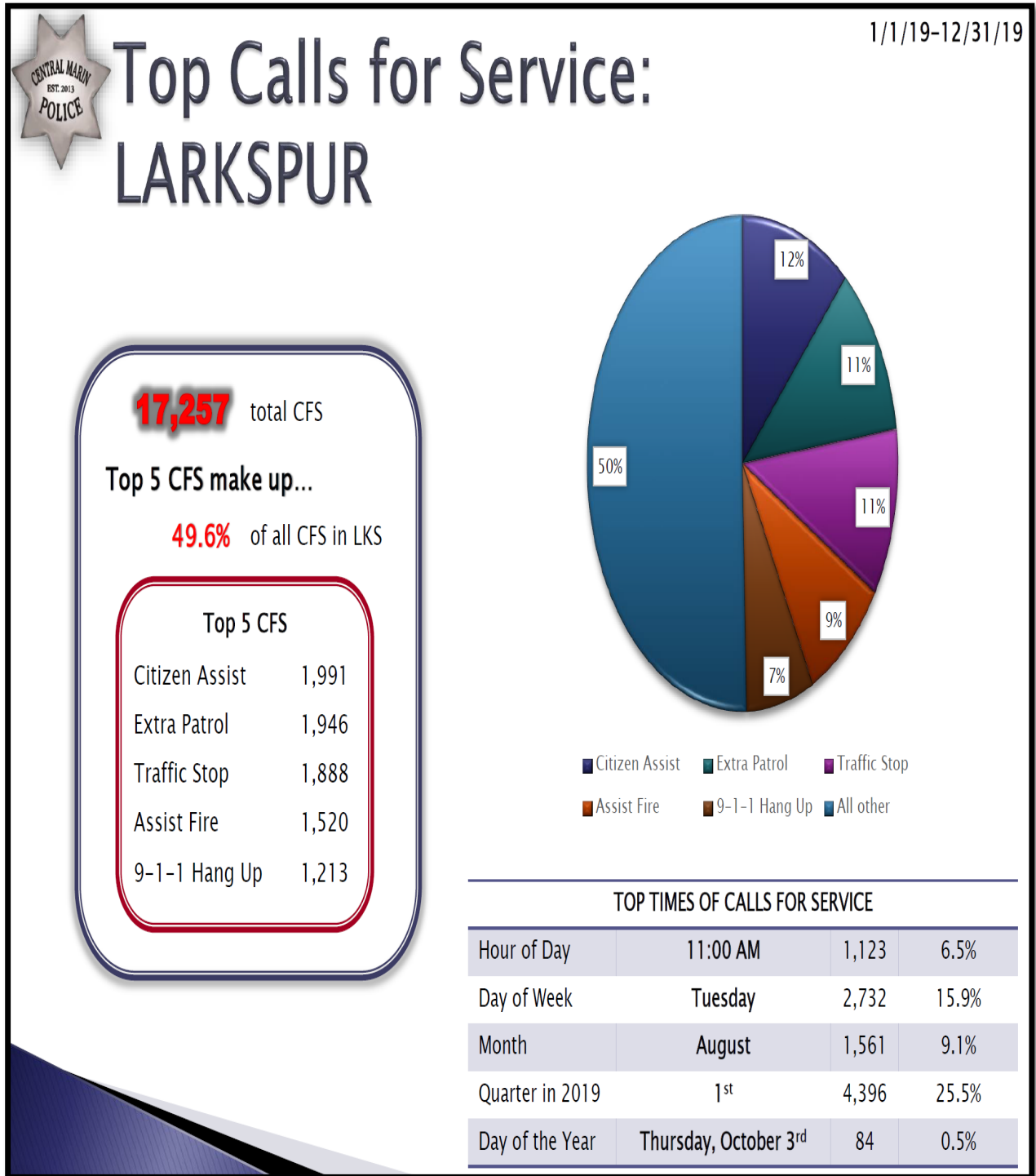


Figure 8-7: San Anselmo's Top Calls for Service

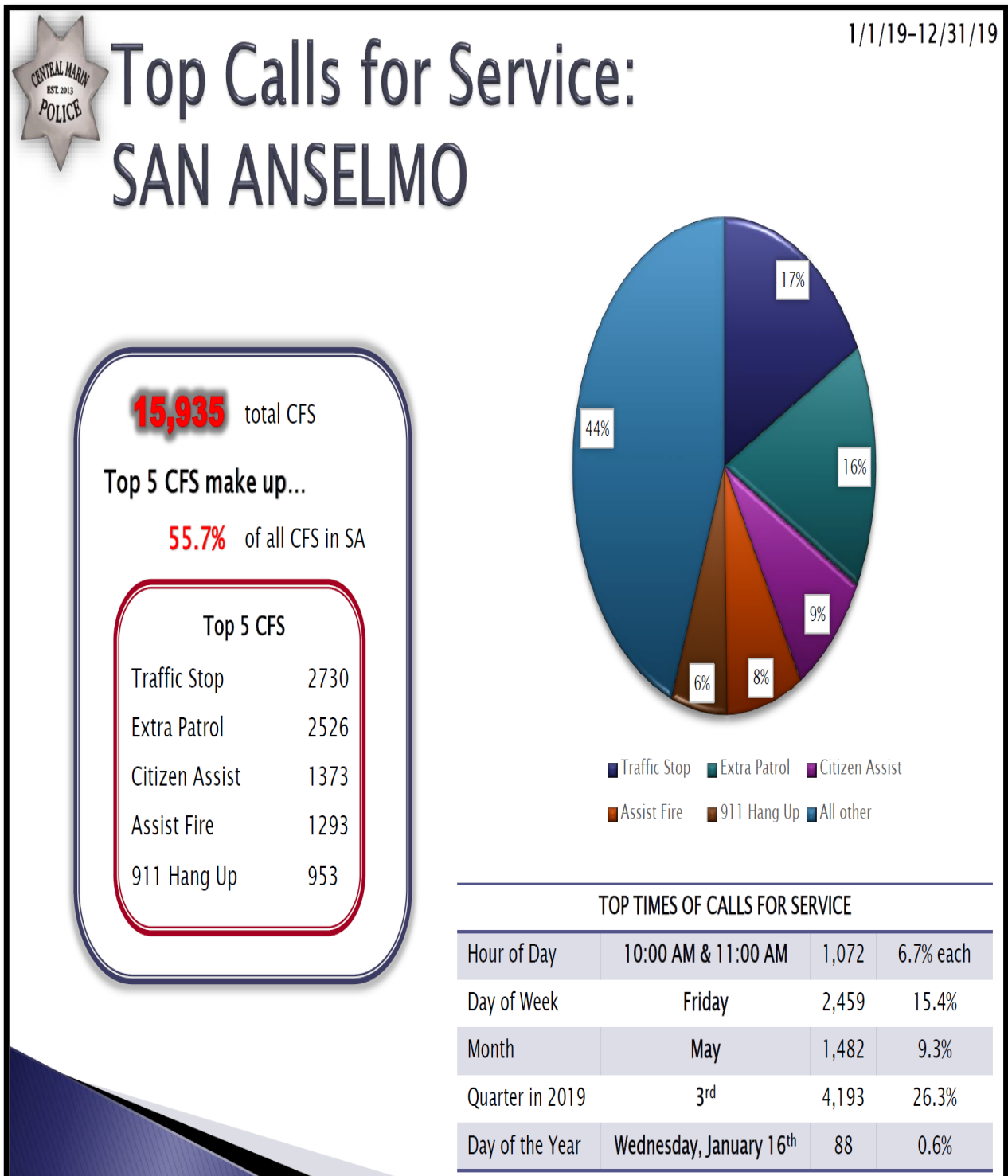



Figure 8-8: Major Crime Reports by Town and Type



1/1/19-12/31/19
3,181 REPORTS TAKEN

Reports: Major Crimes

PART I CRIMES	CORTE MADERA			LARKSPUR			SAN ANSELMO			TOTAL		
	2018	2019	% diff	2018	2019	% diff	2018	2019	% diff	2018	2019	% diff
HOMICIDE	0	0	0%	0	0	0%	0	1	Increase by 1	0	1	Increase by 1
RAPE	4	2	-50.0%	4	2	-50.0%	1	1	0%	9	5	-44.4%
ROBBERY	9	8	-11.1%	6	2	-66.7%	3	0	-100.0%	18	10	-44.4%
AGGRAVATED ASSAULT	2	1	-50.0%	3	6	100.0%	5	10	100.0%	10	17	70.0%
SIMPLE ASSAULT	32	17	-46.9%	24	24	0%	32	30	-6.3%	88	71	-19.3%
BURGLARY	95	157	65.3%	58	139	139.7%	33	67	103.0%	186	363	95.2%
LARCENY -THEFT	178	279	56.7%	189	274	45.0%	126	144	14.3%	493	697	41.4%
VEHICLE THEFT	6	17	183.3%	14	25	78.6%	7	8	14.3%	27	50	85.2%
ARSON	0	0	0%	0	0	0%	0	0	0%	0	0	0%
TOTAL	326	481	47.5%	298	472	58.4%	207	261	26.1%	831	1,214	46.1%

8.4 ORGANIZATION STRUCTURE

Governance

The Central Marin Police Authority is governed by a six-member council (Police Council) that is comprised of two councilmembers from each of the participating agencies. The members of the Police Council appoint a Chair and Vice-Chair on an annual basis. While there are no term limits for Police Council seats, member agencies consider their appointments to the Police Council on an annual basis.

The CMPA Police Council oversees policy adoption, adopting an annual budget, setting fees for service, and entering into contracts, 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 annual contribution, any single expenditure in excess of 3% of the adopted operating budget, or the closing of any existing police stations requires the unanimous vote of the full Police Council.

contribution, any single expenditure in excess of 3% of the adopted operating budget, or the closing of any existing police stations requires the unanimous vote of the full Police Council.

The CMPA Police Council regularly meets on the second Thursday in February, May, August, and November at 6:00 pm at the Central Marin Police Authority community room, located at 250 Doherty Drive in Larkspur. A list of the current CMPA Police Council members and their agency affiliations can be seen below in table 8-2.

Table 8-2: CMPA Police Council Members

Member	Agency
Eli Beckman	Town of Corte Madera
Bob Ravasio	Town of Corte Madera
Ford Greene	Town of San Anselmo
Brian Colbert	Town of San Anselmo
Catherine Way	City of Larkspur
Kevin Haroff	City of Larkspur

Administration

CMPA receives administrative oversight from a three-person Management Committee. The Management Committee is comprised of the City Manager of Larkspur, the Town Manager of Corte Madera, and the Town Manager of San Anselmo. The Management Committee is charged with administering the priorities and policies established by the Police Council for police services, appointing a Police Chief, and approving the hiring or termination of all personnel proposed by the Police Chief, among other duties. The current Police Chief for CMPA is Michael Norton. The current staffing level for the department is 47 full-time equivalent (FTE) employees with 42 sworn officers.

8.5 ACCOUNTABILITY AND TRANSPARENCY

The Central Marin Police Authority maintains a high level of accountability and transparency with all of its activities. The CMPA website (www.centralmarinpolice.org) provides information on Police Council meetings, financial reports, stations, history, service statistics, and more. At this time, all legal requirements for public agency transparency are being met or exceeded by the department.

Meetings and Agendas

The CMPA Police Council regularly meets on the second Thursday in February, May, August, and November at 6:00 pm at the Central Marin Police Authority community room, located at 250 Doherty Drive in Larkspur. Special meetings are held as necessary to go over specific topics such as the annual budget. Meeting agendas and minutes can be found by way of a link on the CMPA website (www.centralmarinpolice.org/198/police-council).

Annual Budget Review

The CMPA maintains extensive budgetary controls. The budget, adopted no later than June 15th of each year, provides overall control of revenue and expenditures, including appropriations on a line-item basis and the means of financing them. The budget does not include costs of replacement or reconstruction of any Police Station that is owned by either of the member agencies. These costs remain the separate responsibility of the owning member. The Management Committee and the Police Chief control and account for all expenditures under the adopted budget and make regular reports to the Police Council on expense and revenue activities.

8.6 FINANCIAL OVERVIEW

Revenues and Expenditures

Approximately 94% of CMPA’s annual operating revenues²⁹ come by way of contributions from its three member agencies. The agencies’ agreement sets forth two different cost-sharing models for the services the Authority provides. The costs involved in administration, communications, and investigations are shared evenly by the 3 members on a basis of 33.3%. Prior to 2016, the costs for school resource officers, field operations, and traffic were shared by the three agencies based upon a funding formula that took into account the number of calls for service, total crimes, citations, and accidents on a rolling three-year period. The formula gave the following weight to each category: 55% calls for service, 25% total crimes, 10% total citations, 10% total accidents. This method ensured that if one member had additional patrol requirements during the course of a year, the costs involved were fairly allocated accordingly. In March of 2017, the Police Council passed a resolution that adopted fixed shares for the approaching fiscal year of 2017-18 as well as future fiscal years. The council deemed that after the first few years of cost ebbs and flows, that a “settling” had occurred and that the services provided to each member community had reached enough of a consistent plateau to feel comfortable with the fixed formula being equitable for all involved moving forward. The adopted fixed shares are as follows: San Anselmo – 38.43%; Larkspur – 33.71%; Corte Madera – 27.86%. For FY 2020-21, the City of Larkspur’s contribution is \$4,070,615, the Town of Corte Madera’s contribution is \$3,642,545, and the Town of San Anselmo’s contribution is \$4,540,998, totaling \$12,254,158 from the three member agencies. These contribution totals match the amounts from FY 2019-20. With the looming threat of recession, the CMPA management team requested for FY 2020-21 that the contributions remain at the same levels as the prior year. In order to make this possible, a surplus fund outside of the normal reserves was used on a one-time basis in the amount of \$357,273 in order to enable this request. In total, CMPA projects a total revenue amount for FY 2020-21 of \$13,092,817.

Expenditures for the department are projected to be equal to revenues for FY 2020-21 at \$13,092,816. This is an increase from the previous fiscal year’s adopted budget expenditures by \$44,657. The increase is attributed to a myriad of factors including an increase in salaries for full-time employees, increase in PERS employer rate payments, increase in PERS unfunded liability payments for both current and retired employees, and an increase to the vehicle replacement fund.

²⁹ [CMPA FY 2020-21 Budget](#)

Figure 8-9: CMPA Spending Breakdown

2020/21 General Fund Expenditures Budget in Brief

How does the Agency Spend the Money It Receives?

Expenditures by Department	2018/19 Adopted Budget	2019/20 Adopted Budget	Increase (Decrease)	% Change
Administration	\$ 3,222,865	\$ 3,322,915	\$ 100,050	3%
Communications	1,134,839	1,136,739	1,900	0%
Investigations	823,014	525,053	(297,961)	-36%
Juvenile	338,449	353,421	14,973	4%
Filed Operations	6,370,321	6,619,620	249,299	4%
Traffic	608,670	506,761	(101,909)	-17%
Vehicle Replacement PNC Lease	-	78,306	78,306	0%
Reserves	100,000	100,000	-	0%
Insurance Fund	450,000	450,000	-	0%
TOTAL EXPENDITURES	\$ 13,048,159	\$ 13,092,816	\$ 44,657	0%

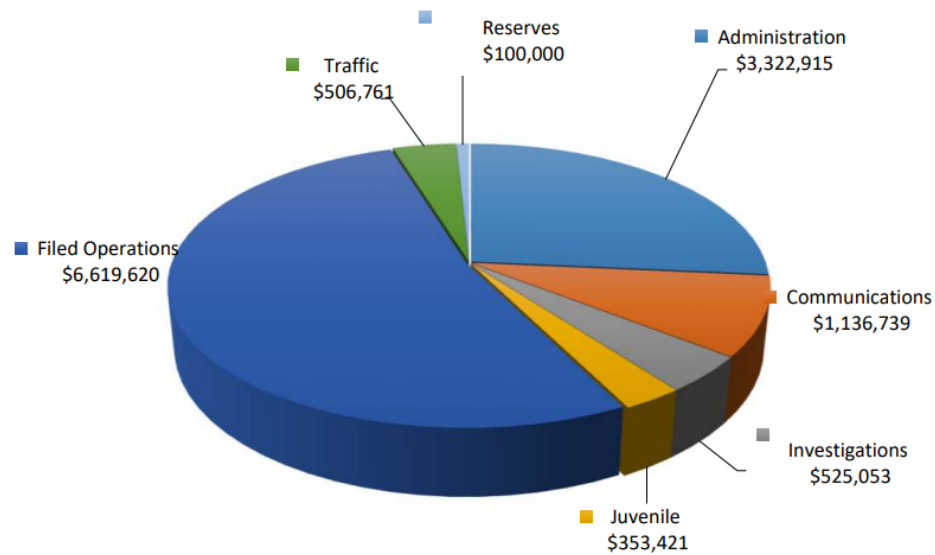


Figure 8-10: CMPA Revenue Sources

2020/21 General Fund Revenue Budget in Brief Where does the Agency's Money Come From?

Revenue Summary	2019/20 Adopted Budget	2020/21 Proposed Budget	Increase (Decrease)	% Change
San Anselmo	\$ 4,540,998	\$ 4,540,998	\$ -	0.0%
Larkspur	4,070,615	4,070,615	-	0.0%
Corte Madera	3,642,545	3,642,545	-	0.0%
COPS Fund	300,000	300,000	-	0.0%
Bond Fund (LK & CM only)	250,000	250,000	-	0.0%
N CA Computer Crimes Task Force	120,000	120,000	-	0.0%
Grants	22,500	20,000	(2,500)	-11.1%
Asset Forfeiture	-	-	-	0.0%
Outside Agency Services	20,000	-	(20,000)	-100.0%
Vehicle Abatement	20,000	20,000	-	0.0%
Special Events	8,000	9,000	1,000	12.5%
Sale of Property	2,500	5,000	2,500	100.0%
Charges for Services	16,000	18,000	2,000	12.5%
Miscellaneous	35,000	45,000	10,000	28.6%
CMFA		51,658	51,658	0.0%
TOTAL REVENUES	\$ 13,048,158	\$ 13,092,816	\$ 44,658	0.3%

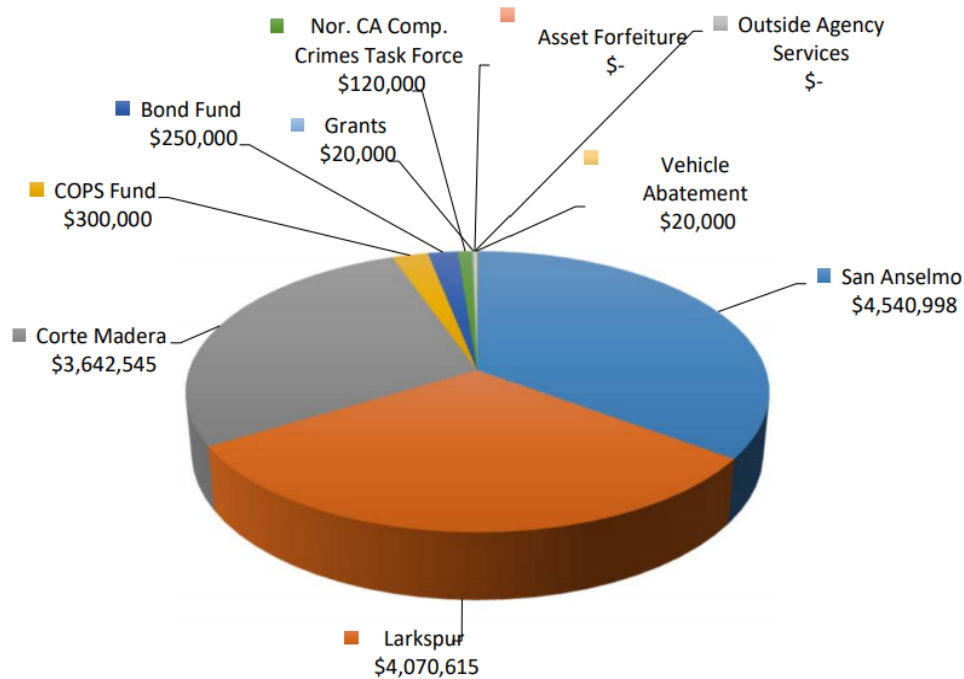


Figure 8-11: CMPA Funding Shares FY 2020-21

FUNDING SHARES FISCAL YEAR 2020-21			
<u>FUNDING FORMULA</u>			
33.71% - Larkspur			
27.86% - Corte Madera			
38.43% - San Anselmo			
	LARKSPUR	CORTE MADERA	SAN ANSELMO
ADMINISTRATION (evenly split)	\$ 1,107,638	\$ 1,107,638	\$ 1,107,638
COMMUNICATIONS (evenly split)	\$ 378,913	\$ 378,913	\$ 378,913
INVESTIGATIONS (evenly split)	\$ 175,018	\$ 175,018	\$ 175,018
SRO/JUVENILE (Fund. Form.)	\$ 119,138	\$ 98,463	\$ 135,820
FIELD OPERATIONS (Fund. Form)	\$ 2,231,474	\$ 1,844,227	\$ 2,543,920
TRAFFIC (Fund. Form.)	\$ 170,829	\$ 141,184	\$ 194,748
Vehicle Lease (evenly split)	\$ 26,102	\$ 26,102	\$ 26,102
Reserves (evenly split)	\$ 33,333	\$ 33,333	\$ 33,333
Insurance Fund (evenly split)	\$ 150,000	\$ 150,000	\$ 150,000
Total Expenditures	\$ 4,392,445	\$ 3,954,878	\$ 4,745,492
Central Marin Fire Revenue	\$ (17,219)	\$ (17,219)	\$ (17,219)
Transfer from Bond fund	\$ (125,000)	\$ (125,000)	\$ (125,000)
Other Revenues	\$ (179,611)	\$ (170,114)	\$ (187,275)
Agency Contributions	\$ 4,070,615	\$ 3,642,545	\$ 4,540,998

Financial Audit

The Central Marin Police Authority prepares an annual report on the Authority's financial statements in accordance with established governmental accounting standards. The most recent audited financial statement was prepared by the independent certified accounting firm, Badawi & Associates, which issued an opinion of the Department's financial statements for the fiscal year

ending June 30, 2019, as “presenting fairly”. The auditing agency made a note of an “emphasis of a matter” that designates CMPA as a “going concern” on the basis of the Authority’s “cash balances and deficit net position”. Clarity on this designation was offered by both the auditor and members of the CMPA management team. In March of 2017, CMPA faced a deficit in its Insurance Fund of \$1,083,427. The deficit presented itself in correlation to a large number of liability claims and workers compensation claims in FY 2014-15 and 2015-16. In an effort to zero out the Insurance Fund deficit, CMPA transferred monies from both the Reserve Fund and the Equipment Fund. This action required the Authority to drop below its stated policy amount for the Reserve Fund of 10% of annual budgeted expenditures. This reduction in fund balance in combination with the Authority’s long-term pension and OPEB liability in comparison to its assets led the auditor to offer the designation of going concern. While a myriad of public agencies across the state are faced with sizeable pension and OPEB liabilities, the Authority stands in comparison at somewhat of an accounting disadvantage in that area. Due to the Authority’s only major financial asset being the main headquarters building, the Authority does not have the significant accumulation of assets to offset the long-term liabilities that a standalone municipal department would have to bolster its presented net position. This, in turn, causes the deficit net position to be presented in a manner that appears more immediately concerning than is actually the case. Over the past 3 fiscal years, the Authority’s revenues have exceeded expenditures by more than \$600,000 each year which has allowed the fund balances to grow and reach a level of greater stability. While the audit for the fiscal year ending in June 30, 2020, has not yet been completed, the auditing firm has intimated the consideration of the removal of the emphasis of a matter from the 2020 audit opinion based on the positive financial trends the Authority has shown.

Debt

The Authority, as of June 30, 2019, is carrying \$181,471 in long-term debt. The following outlines the two sources that comprise this debt, as well as the current liability carried for compensated absences:

- **Police Vehicle Lease** – In August of 2017, CMPA entered into a lease agreement for the amount of \$168,769 with PNC Equipment Finance for the purchase of five unmarked police vehicles. The lease carries an interest rate of 2.332% and payments are due annually on September 1. As of June 30, 2019, this lease had an outstanding balance of \$84,532.
- **Police Vehicle Lease** – In January of 2019, CMPA entered into a lease agreement for the amount of \$131,108 with PNC Equipment Finance for the purchase of five unmarked police vehicles. The lease carries an interest rate of 3.432% and payments are due annually on September 1. As of June 30, 2019, this lease had an outstanding balance \$96,939.
- **Compensated Absences** – The Authority offers its employees vacation leave, sick leave, and compensatory leave that all can be paid out (in differing amounts) upon separation from the Authority. As of June 30, 2019, the Authority carried a balance for compensated absences of \$478,439.

The Authority 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, CMPA’s Net Pension Liability was \$23,376,722. As of the most recent CalPERS Actuarial

Valuation, the Authority's pension funded ratio was 74.3%. In addition to the pension plan, CMPA provides other post-employment benefits (OPEB) to its retirees. As of June 30, 2019, the Authority carried a net OPEB liability of \$23,404,495. The Authority currently has 91 employees, both active and inactive, in its OPEB plan.

8.7 SUSTAINABILITY

In the same manner as the member municipalities that it serves, the Central Marin Police Authority is making an effort towards sustainability and the combatting of climate change. In 2008, the then Twin Cities Police Authority brought Measure E to the ballot for voters' consideration. Measure E authorized \$20,000,000 in bonds for the purpose of financing the construction and equipping of a new public safety, police, and emergency response facility. The measure passed with almost 70% approval, and in 2012, construction of the state-of-the-art facility was completed. The facility was both designed and constructed with a myriad of sustainability benchmarks such as on-site renewable energy from a rooftop solar system, use of Forest Stewardship Council certified wood, water use reduction by way of high-efficiency plumbing fixtures, and native or adapted vegetation planted in landscaping. The facility offers charging stations for electric cars in its parking lot as well. The headquarters are registered with the Leadership in Energy and Environmental Design (LEED) Green Building Rating System with the certification goal of LEED Platinum. In addition, since 2017 the Authority has purchased 10 hybrid vehicles in an effort to update its fleet. An illustration below in figure 8-12 offers further detail on the CMPA headquarters.

Figure 8-12: CMPA Headquarters' Sustainability Efforts



Sustainable Sites

- Brownfield Redevelopment: Develop on a Contaminated Site**
The project was built on a previously developed site over an existing, contaminated landfill. Extensive mitigation measures were employed to reduce existing contamination.
- Alternative Transportation: Low-Emission & Fuel Efficient Vehicles**
Parking spaces adjacent to the main entry are reserved for low emitting and fuel efficient vehicles.
- Site Development: Protect or Restore Habitat**
To conserve existing natural areas, provide habitat and promote biodiversity, 51% of the site has been planted with native or adapted vegetation.
- Site Development: Maximize Open Space**
The site and building footprint were designed to allow 48% of the site to be dedicated to vegetated open space.
- Stormwater Management: Stormwater Quantity & Quality Control**
Pervious concrete pavement and landscape areas for bio-swales and storm water retention decrease and filter storm water runoff.
- Heat Island Effect: Reduce Heat Island Effect for Room & Site**
Certified "Cool Roofing" and paving materials with high solar reflectance were used to mitigate heat gain from roof and paved site areas.
- Light Pollution Reduction: Reduce Sky-glow & Light Trespass**
The lighting system was designed to eliminate light spill onto adjacent sites and minimize sky-glow to preserve night sky access.

Energy and Atmosphere

- Optimize Energy Performance: Increase Energy Performance & Savings**
The design team utilized computer-simulated energy models to optimize energy systems performance. The final design exceeds the energy model by 47%, earning a LEED "Exemplary Performance" credit.
- On Site Renewable Energy: Provide On-site Renewable Energy**
The rooftop solar photovoltaic system provides supplemental power to the utility-supplied electricity and generates 29% of the building's total energy consumption.
- Enhanced Commissioning: Building System Installation & Performance**
All building energy systems were commissioned by a third party Commissioning Authority to ensure proper function and conformance with energy saving measures.
- Enhanced Refrigerant Management: Reduce Refrigerants**
Refrigerants were selected that help minimize or eliminate compounds that contribute to ozone depletion and global warming.
- Measurement & Verification: Track System Performance**
An energy management system enables the facility staff to monitor energy systems in order to control systems and gauge the building's compliance to baseline operations established through commissioning.
- Green Power: Renewable Energy Sources**
Utilizing "Renewable Energy Certificates," a minimum of 35% of the building's electricity is provided from renewable energy sources, earning a LEED "Exemplary Performance" credit.



Indoor Environmental Quality

- Outdoor Air Delivery Monitoring: Monitor Ventilation System Performance**
Carbon Dioxide and airflow measurement equipment allows air quality monitoring, maintains occupant comfort and ensures ventilation systems maintain the designed requirements.
- Increased Ventilation: Ventilation to Improve Indoor Air Quality**
Building design exceeds industry standard and building code minimum outdoor air ventilation quantities by at least 30% to improve indoor air quality and occupant comfort.
- Construction Management Plan During Construction & Before Occupancy: Reduce Indoor Air Quality Problems**
An indoor air management plan enforced during construction eliminated the odor left from construction activities and off-gassing of building materials. The building was also flushed out and HVAC equipment filters were replaced before occupancy.
- Low Emitting Materials: Reduce Indoor Air Contaminants**
Low level and zero VOC-emitting materials such as paint, sealant, and adhesives meeting Green Seal Standards were used to improve indoor environmental quality.
- Indoor Chemical & Pollutant Source Control: Minimize Pollutants**
To minimize public exposure to contaminants and hazardous particulates, walk-off mats were provided at building entries, areas where chemicals may be present are sealed off from adjacent spaces and are exhausted to create negative pressure, and high efficiency filters are installed in HVAC equipment.
- Controllability of Systems: High Level Control for Lighting & HVAC Systems**
The lighting design includes occupancy sensors, employs daylight controls and dimming ballasts, and provides individual controls for 90% of building occupants. The mechanical design includes individual comfort controls for over 50% of all building occupants.
- Daylight & Views: Natural Daylight & Views for Regularly Occupied Spaces**
Over 90% of work spaces are provided with a view to the outdoors and over 75% of work spaces have access to natural daylight.



Water Efficiencies

- Water Efficient Landscaping: Reduce Water Usage 50%**
Adaptive plants and climate-based irrigation controllers reduce water usage by 72%.
- Water Use Reduction: Reduce Water Usage by 30%**
High efficiency plumbing fixtures, valves, and occupancy sensors reduce domestic water use by 38%.



Materials and Resources

- Construction Waste Management: Divert Construction Waste From Landfills**
More than 90% of non-hazardous demolition and construction waste was recycled.
- Recycled Content: Recycled Content Building Materials**
Recycled content building materials such as structural steel, concrete reinforcing bar, concrete, gypsum board, ceramic tile, glass countertops, metal lockers, linoleum, carpet, and toilet partitions were used throughout the project. The materials eligible for this LEED credit are composed of 28% recycled material.
- Regional Materials: Locally Extracted & Manufactured**
50% of the building materials were harvested and manufactured within 500 miles of the project site, more than double the minimum requirement, earning a LEED "Exemplary Performance" credit.
- Certified Wood: FSC Certified**
90% of the wood used is Forest Stewardship Council Certified, encouraging responsible forest management.

9.0 COUNTY SERVICE AREA #16

9.1 OVERVIEW

County Service Area #16 (CSA 16) is a dependent single-purpose special district organized to provide median strip and entranceway landscape maintenance through a contract with the Greenbrae Property Owners Association. The CSA's area is located in the west Larkspur-Greenbrae area, including both unincorporated and incorporated territories to the west of Highway 101 and north of Sir Francis Drake Boulevard. CSA 16 consists of approximately .64 square miles (410 acres) of land. CSA 16 has a local advisory board that advises the Marin County Board of Supervisors on all matters relating to its services in the CSA. The CSA is funded by way of a parcel tax of \$150 per year.

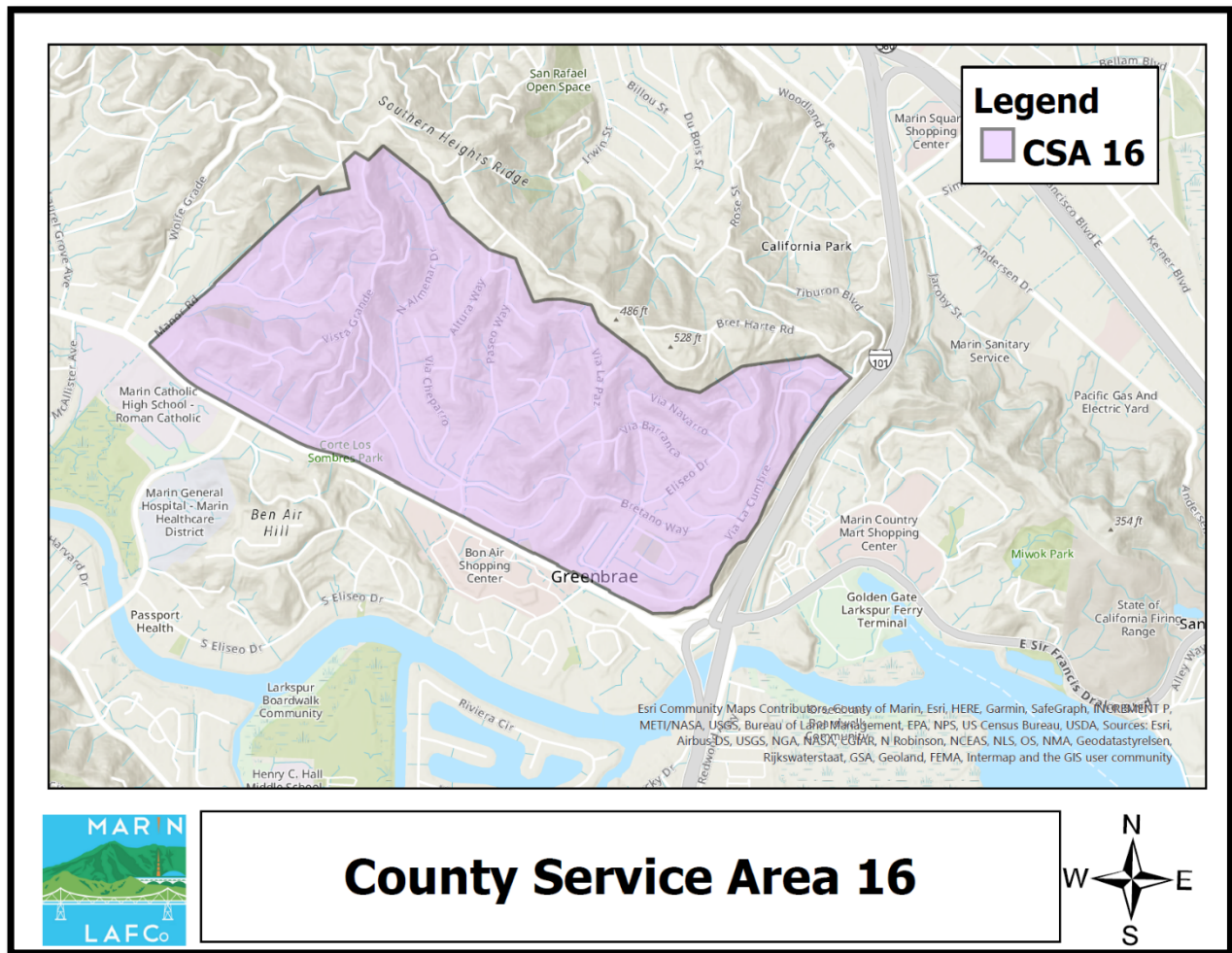
Table 9-1: CSA 16 Overview

County Service Area 16 Overview	
Primary Contact:	Jim Chayka, Superintendent Marin County Parks
Main Office:	3501 Civic Center Drive, Suite 260 San Rafael, CA 94903
Contact Information	(415)-473-3639
Formation Date:	June 10, 1916
Services Provided:	Landscape Maintenance

9.2 FORMATION AND DEVELOPMENT

CSA 16 was formed on January 25, 1972, as a vehicle for levying taxes, initially of 25 cents per one hundred dollars of assessed value per parcel, to maintain and landscape median strip and entrances within the boundary of the CSA. As the boundary of CSA 16 includes incorporated lands within the City of Larkspur, the creation of the CSA required the consent of the City of Larkspur which was granted and memorialized within Marin County Resolution No. 72-18. On May 27th, 1975, the County of Marin on behalf of CSA 16 entered into an agreement with the Greenbrae Property Owners Association for the provision of the facilities, supplies, and staff needed to maintain the median strips and entrance ways and to perform the services for CSA 16. The taxing rate saw its first increase on November 7th, 1989, by way of a voter approved increase which raised the tax to \$75 per parcel. The second, and most recent, increase of the tax came on November 2, 1993, which raised the parcel tax to \$150 per parcel. Since that time, multiple efforts have been made to increase the amount that is levied by the tax, however, none of the voting measures to date have received enough support to pass the required two-thirds threshold.

Figure 9-1: CSA 16 Boundary



9.3 JURISDICTIONAL BOUNDARY AND SPHERE OF INFLUENCE

The jurisdictional boundary for CSA 16 encompasses 410 acres and has remained unchanged since formation. Approximately half of the land that is encompassed in CSA 16 is unincorporated and the other half lies within the jurisdictional boundary of the City of Larkspur. While CSAs are typically made up of solely unincorporated areas, the boundaries can include areas within a city under special circumstances such as the affected city council agreeing. The County Service Area Law requires that when a territory is annexed to a city that it is automatically excluded from a CSA (Government Code Section 25210.90). As the majority of the unincorporated space within CSA 16’s boundary can be classified as an unincorporated island as it is surrounded by more than 50% by the City of Larkspur, if annexation of the area were ever to occur, the CSA would be dissolved and the City of Larkspur would assume its services. At this time there are no plans for or discussions of annexation of the area. If at any point the possibility of this action were to present itself, the current CSA funding would be mandated to remain specifically for its established services as opposed to simply being folded into the City’s general fund.

In 1984, Marin LAFCo established a zero sphere of influence for CSA 16 as the totality of the CSA lies within the City of Larkspur’s sphere of influence. The zero sphere designation assumes that, as previously mentioned, if the area is annexed to the City of Larkspur, the CSA would be dissolved and the City of Larkspur would assume its services. This zero sphere of influence was most recently reaffirmed by Marin LAFCo in 2007.

9.4 POPULATION AND GROWTH

The area population is approximately 3,100 based on the 2010 census. The area within the boundary is essentially built out at this time, with little chance of growth in its future.

9.5 ORGANIZATION STRUCTURE

Board of Supervisors and Advisory Board

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 Center 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.

CSA 16 also has a local advisory board that is comprised of members who reside within the CSA’s boundaries. The Board of Supervisors appointed Advisory Board consists of five members serving two-year terms. The Board acts in an advisory capacity to Marin County Parks staff and the Board of Supervisors on matters relating to projects and programs that can be conducted with funding from the CSA 16 budget and that affect county lands contained within the boundaries of CSA 16. The Advisory Board typically meets twice a year in February and September, unless there is a need to schedule a special meeting for more urgent matters. Advisory Board meetings are consistently held at the Bacich Elementary School Library located at 699 Sir Francis Drake Boulevard in Greenbrae.

A list of current CSA 16 Advisory Board members can be seen below in table 9-2.

Table 9-2: CSA 16 Advisory Board Members

Member	Last Appointment	Term End
David Glenn	September 10, 2019	September 10, 2021
Greg Shaughnessy	July 25, 2019	September 10, 2021
Jack Valinoti	October 6, 2020	October 6, 2022
Mark Wittenkeller	July 25, 2019	September 10, 2021
Ronald Peluso	September 22, 2020	September 22, 2022

Staffing and Agency Operations

As a dependent special district of the County, the Marin County Parks Department provides general oversight and support for CSA 16. All operations of the District, however, are conducted

by the Greenbrae Property Owners Association (GPOA) by way of a services agreement that was entered into on May 27th, 1975. GPOA provides facilitation, supplies, and staff in order to carry out the CSA's maintenance of median strips, entrance ways, and other public areas. GPOA creates and submits annually by January first a work program with budget that establishes the Association's anticipated costs for the upcoming fiscal year. The work program is subject to approval by the Marin County Board of Supervisors.

9.6 ACCOUNTABILITY AND TRANSPARENCY

When conducting service reviews, LAFCo considers an agency's accountability for community service needs, including governmental structure, operational efficiencies, financial resources, and promoting public access. Currently, CSA 16 offers multiple ways to keep citizens informed about its services, meetings, finances, and the decision-making processes, with the CSA 16 Advisory Board serving as the primary conduit between the community, Marin County Parks staff, and the Board of Supervisors. The Advisory Board has a dedicated webpage on the Marin County Parks website where current and past agendas and minutes, current board membership, and contact information is posted in accordance with the Brown Act. In addition, all meetings are properly noticed and time is provided for public comment at each meeting.

9.7 MUNICIPAL SERVICES

Landscape Maintenance

County Service Area 16 provides a taxing vehicle for the residents within its boundaries to be provided with additional landscape maintenance services for median strips, entranceways, and other publicly shared areas. The project and planning and maintenance work is provided by the Greenbrae Property Owners Association by way of a services agreement with Marin County. A few of the projects that are consistently targeted on an annual basis include the following:

- Pulling and cutting of French Broom, a fire prone evergreen shrub that can commonly grow up to ten feet tall.
- Pulling dead and dying plants due to drought conditions.
- Reducing and pruning island hedges to open up views to the Ross Valley and Mt. Tamalpais.
- Extensive weeding and mulching.
- Rotating seasonal entry plantings.
- Pruning heritage trees.
- Drought-mindful irrigation system improvements.

One of the major upcoming projects within CSA 16 is the Sir Francis Drake Boulevard (SFDB) Corridor Rehabilitation Project. While this project extends well beyond the boundaries of CSA 16, board members of the Greenbrae Property Owners Association were actively involved in the years long planning process for the project that is planned to include significant improvement of entryways within the Greenbrae community at Eliseo Drive and La Cuesta Drive, as well as the sidewalk along the north side of SFDB. The project will also include new landscaping of all medians in the 2-mile strip of roadway from Elisio Drive to the College of Marin. CSA 17

(Kentfield), whose boundary encompasses that of CSA 16, is contributing \$1.25 million to the project in order to enable the landscape design as well as the new vegetation to be planted.

9.8 FINANCIAL OVERVIEW

The funding for the CSA 16 budget comes almost in its entirety (approximately 99%) by way of tax revenue that is generated within boundary. These revenues include property taxes (30%), assessment of the special tax (60%), and excess funds in the Educational Revenue Augmentation Fund, or ERAF (7%). Since the passage of the \$150 parcel tax in 1993 and its renewal in 1997, the amount that residents with the CSA have paid has remained at \$150 despite multiple attempts at an increase. Most recently in 2017, Measure A endeavored to increase the parcel tax to \$300 annually. The measure did not meet the required two-thirds approval threshold that it needed to pass. Due to the increase in costs over the years and the tax base remaining flat, the CSA has been forced to focus more on an approach of maintenance of current infrastructure as opposed to the design and construction of new projects in an effort to remain within the budgetary constraints. According to the Annual Financial Transactions Reports published by the State Controller’s Office, CSA 16 had a projection of total revenues for FY 2019-20 of \$292,045 and projected total expenditures at \$324,682. As of October 24, 2020, the CSA had a fund balance of \$383,643.25. A breakdown of the CSA’s finances from the State Controller’s Office can be seen below in figure 9-2.

Figure 9-2: CSA 16 Budget

Detail by Revenue Category and Expenditure Object 1	2017-18 Actual 2	2018-19 Estimated 3	2019-20 Recommended 4	2019-20 Adopted by the Board of Supervisors 5
3080 CSA #16 Greenbrae				
Revenues				
Taxes	282,940	289,324	289,060	289,060
Use of Money and Property	3,329	5,951	2,572	2,572
Intergovernmental Revenues	414	411	413	413
Miscellaneous Revenues	0	0	0	0
Total for: Revenues	286,683	295,686	292,045	292,045
Expenditures/Appropriations				
Services and Supplies	302,469	213,513	299,550	299,550
Capital Assets	0	0	0	0
Interfund Expense	23,085	25,487	25,132	25,132
Total for: Expenditures/Appropriations	325,554	239,000	324,682	324,682
Net Cost:	38,871	(56,686)	32,637	32,637

9.9 SUSTAINABILITY

County Service Area 16 and its community partner, the Greenbrae Property Owners Association, are mindful of the sustainability impacts of their work throughout their allotted area. Care is taken within the landscaping philosophy to target native plants that are well adapted to the local environment, and that will provide food and shelter to native wildlife such as bees, butterflies, and a myriad of local bird species. All new projects make a priority of adding vegetation that requires limited maintenance and irrigation once established. The projects are also active in fire hazard mitigation.

With a significant amount of public water use annually going to landscaping, CSA 16 is cognizant of the impact it has as temperatures across the state continue to rise and drought conditions become more of a norm than an outlier. Throughout the area there are smart irrigation controllers where electricity is available that have been installed as well as solar powered smart irrigation controllers in other areas. These controllers measure the daily temperatures and automatically adjust how much water is applied depending upon the temperatures. As funding permits, the CSA hopes to continue to replace its older controllers with smart controllers.

10.0 COUNTY SERVICE AREA #17

10.1 OVERVIEW

County Service Area #17 (CSA 17) is a dependent multi-purpose special district that was originally organized to provide parks and recreation facilities maintenance to Hal Brown Park (formerly Creekside Park) and the surrounding areas in the Greenbrae area. Over time, the CSA has expanded those services to include maintenance for landscaping of road medians along Sir Francis Drake Boulevard, as well as adding police services to the Kent Woodlands community. CSA 17 covers incorporated portions of the City of Larkspur, as well as unincorporated areas around Wolfe Grade Road, Sir Francis Drake Boulevard, and the unincorporated Kentfield Community. CSA 17 consists of approximately 3.86 square miles (2470 acres). Each of the services provided within CSA 17 has its own funding source and account that are kept separately from each other.

Table 10-1: CSA 17 Overview

County Service Area 17 Overview	
Primary Contact:	Jim Chayka, Superintendent Marin County Parks
Main Office:	3501 Civic Center Drive, Suite 260 San Rafael, CA 94903
Contact Information	(415)-473-3639
Formation Date:	August 14, 1973
Services Provided:	Parks & Recreation Facilities Maintenance, Police Services

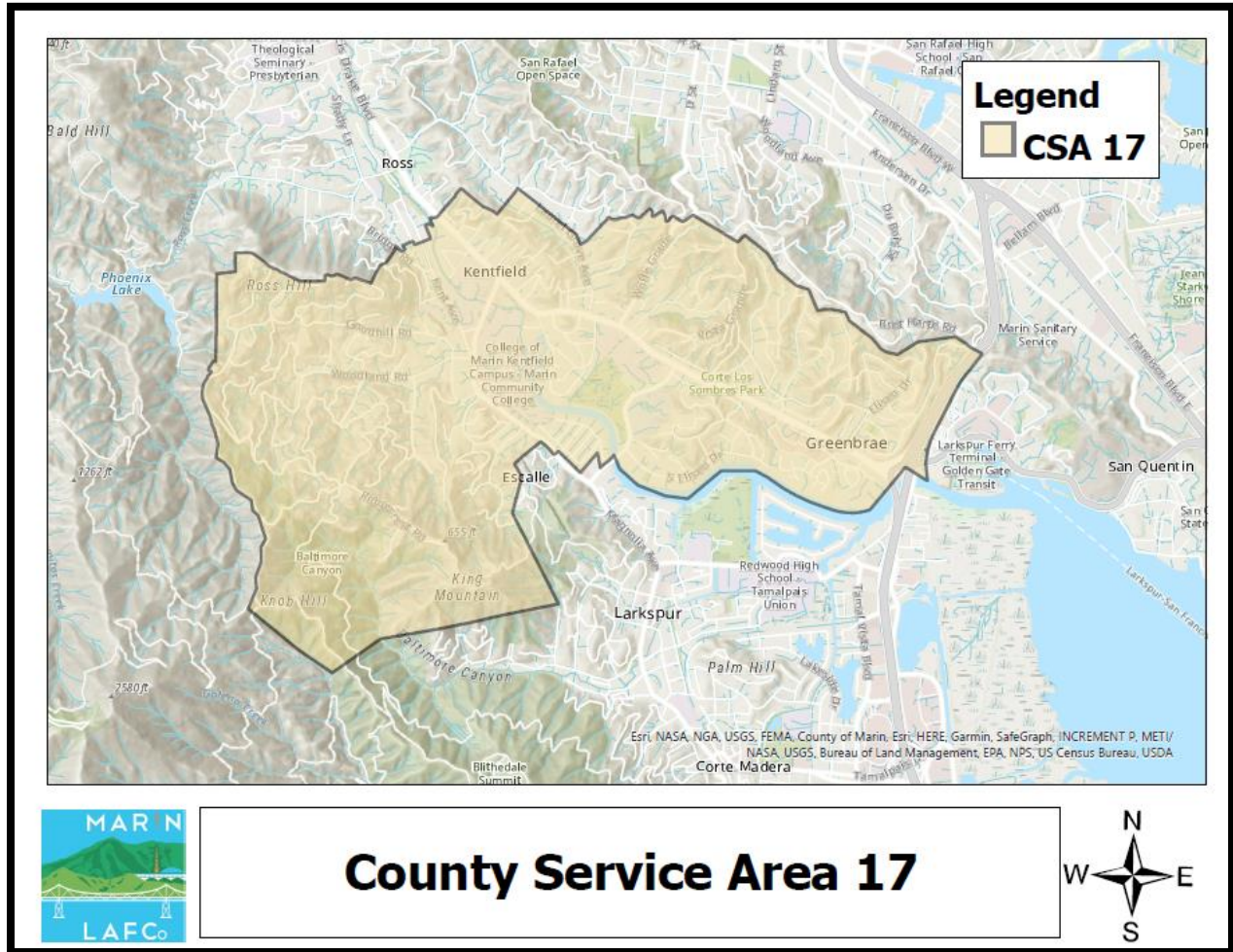
10.2 FORMATION AND DEVELOPMENT

CSA 17 was formed on August 14, 1973, as a funding mechanism for added parks and recreation services within the 3.86 square mile boundary, and with intention to purchase a 26.3 acre site intended for park development. An \$850,000 bond was issued for the land purchase, and the site was used to develop Creekside Park, or as it is now known, Hal Brown Park. In partnership with the Friends of Corte Madera Creek, the CSA has been instrumental in caring for the natural habitat and ecosystem of the marshlands that surround the area. In addition to the maintaining of the park, the CSA provides landscape maintenance service of road medians along Sir Francis Drake Boulevard including parts of incorporated Larkspur, the unincorporated community of Kentfield, and along Wolfe Grade Road.

In 1985, the residents of the unincorporated community of Kent Woodlands expressed a desire to have additional police presence within their 567 parcel area. By way of Measure B, the voters in the area agreed to a special tax assessment of \$150 per parcel annually in order to pay for a Marin County Sheriff's Deputy to be dedicated to the patrol of their community. At this time, there was no necessitation for the activation of latent powers through LAFCo in order to add a new service power to a CSA. As such, the Board of Supervisors added these police services to CSA 17 by way of a contract between the Kent Woodlands Property Owners Association (KWPOA) and the Marin County Sheriff's Department. The agreement provides for one Sheriff Deputy who patrols the community Monday through Friday. In addition, in 2016 the community had the desire to add to the police services being provided by way of the addition of license plate readers within the area. By way of Measure N, the voters within the community agreed to an initial tax of \$100 per parcel

for the first year in order to pay for the purchase and installation of the equipment, with each year after being taxed at \$11 per parcel in order to pay for the continued maintenance. Through a contract between the KWPOA and a private company, the readers were installed and are maintained by said company, as is the data the readers collect. The Marin County Sheriff's Department has access to the data as necessary for investigative purposes.

Figure 10-1: CSA 17 Boundary

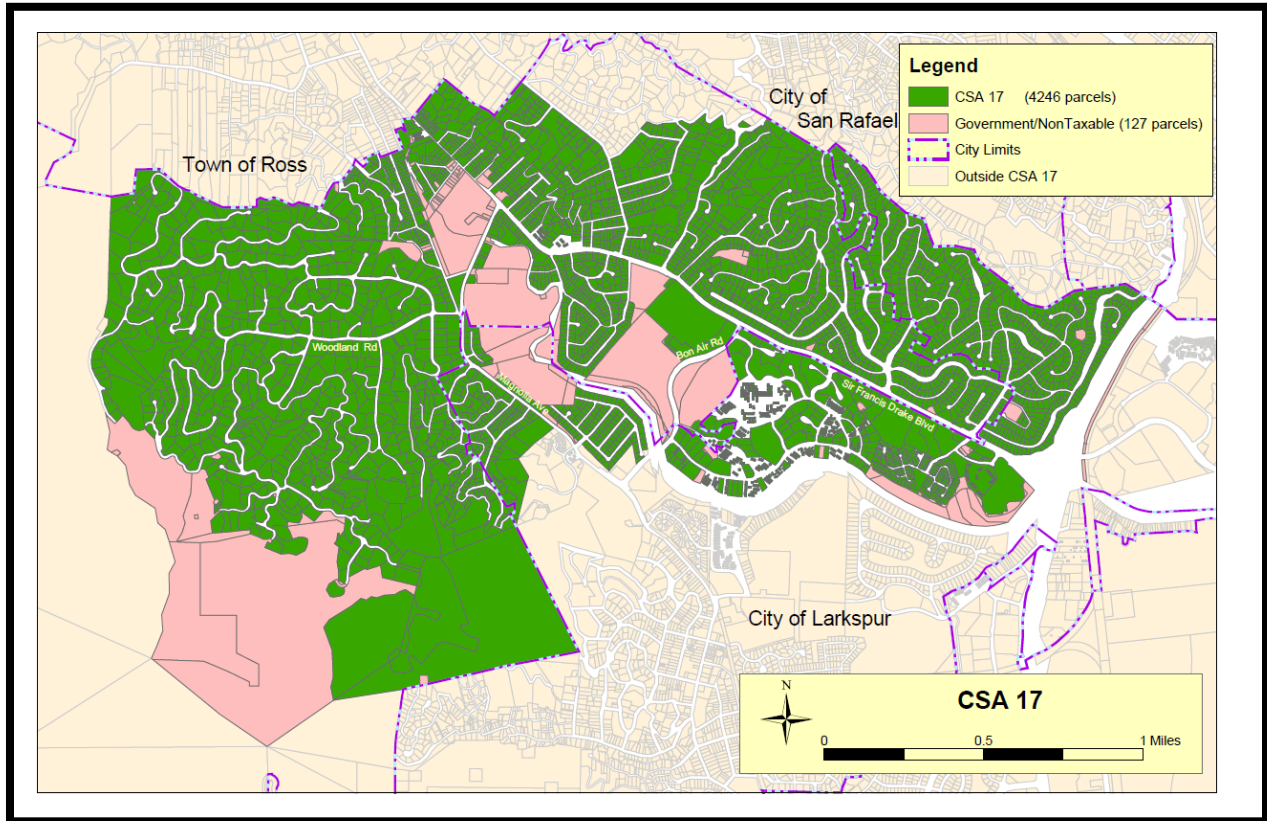


10.3 JURISDICTIONAL BOUNDARY AND SPHERE OF INFLUENCE

The jurisdictional boundary for CSA 17 encompasses approximately 2,470 acres and is comprised of 4,246 taxable parcels. The boundary has remained unchanged since formation. Roughly 200 acres of the CSA reside within the jurisdictional boundary of the City of Larkspur. While CSAs are typically made up of solely unincorporated areas, the boundaries can include areas within a city under special circumstances such as the affected council agreeing. The area of the CSA that is taxed for and receives the additional police services is on the west side of the CSA and is comprised of 567 taxable parcels. A map of the parcels that make up CSA 17 can be seen below in Figure 10-2.

In 1984, Marin LAFCo established a zero sphere of influence for CSA 17 with the recommendation that the CSA be dissolved upon the District repaying the \$850,000 in bonds. In 2007, with the community of Kentfield being removed from the City of Larkspur's sphere of influence due to the absence of expectation of annexation to the City in the immediate future, the CSA was given a status quo sphere of influence that was coterminous with the District's existing boundaries.

Figure 10-2: Parcel Map of CSA 17



10.4 POPULATION AND GROWTH

The area population is approximately 12,000 based on the 2010 census. The area within the boundary is essentially built out at this time, with little chance of significant growth in the future.

10.5 ORGANIZATION STRUCTURE

Board of Supervisors and Advisory Board

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 Center 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.

While CSA 17 technically does not have its own dedicated local advisory board, the Kentfield Planning Advisory Board serves as the community advisory group for the CSA. The Board of Supervisors appointed Advisory Board consists of seven to nine members serving two-year terms. Members include a representative of the business community, a representative of the College of Marin, and five to seven local residents who should represent the geographic sub-areas of Kentfield. The Board acts in an advisory capacity to Marin County Parks staff and the Board of Supervisors on matters relating to projects and programs that can be conducted with funding from the CSA 17 budget and that affect county lands contained within the boundaries of CSA 17. The Advisory Board typically meets the second and 4th Wednesdays of each month at 7:00 p.m. at the Academic Center at the College of Marin.

A list of current Kentfield Planning Advisory Board members can be seen below in table 10-2.

Table 10-2: Kentfield Planning Advisory Board Members

Member	Last Appointment	Term End
Anne Peterson	June 16, 2020	June 16, 2022
Elizabeth Freeman	September 15, 2020	September 15, 2020
Gregory Nelson	June 9, 2020	June 9, 2022
Julie Johnson	September 15, 2020	September 15, 2022
Neil Park	January 24, 2019	January 29, 2021
Pamela Bacci Scott	June 16, 2020	June 16, 2022
Ross McKenna	January 24, 2019	January 29, 2021

Staffing and Agency Operations

As a dependent special district of the County, the Marin County Parks Department provides general oversight and support for the parks and recreation services component of CSA 17, while Marin County Sheriff’s Department provides general oversight and support for the police services component. From an operational standpoint, Marin County Parks receives operational funding for the work that its staff does within the CSA. Marin County Sheriff’s Department receives funding for the provision of one full time Deputy who has a dedicated patrol of the community of Kent Woodlands.

10.6 ACCOUNTABILITY AND TRANSPARENCY

When conducting service reviews, LAFCo considers an agency’s accountability for community service needs, including governmental structure, operational efficiencies, financial resources, and promoting public access. Currently, while CSA 17 is meeting the minimum standards for transparency required by law, the readily available information on the CSA is fairly sparse. Within its website, Marin County provides a page for special districts. Within this page is a link to a contact list for each of the districts. At this time, the only contact listed for CSA 17 is for the Marin County Parks Superintendent, who has no oversight of the police services the CSA provides or the accounts that it manages. The page contains a link to the County’s full budget in which each dependent district’s budget can be found. At this time, the link takes users to the FY 2018-19 budget. The page also links to a page of general information on the dependent special districts that

gives a small amount of information on the location and purpose of the district as well as some information on activities. There is currently no mention of the license plate reading equipment or contract for services mentioned within this page, nor is there any mention of the Kentfield Planning Advisory Board serving as the CSA's de facto advisory board. While the page mentions that one of the services of CSA 17 is "local park and recreation facilities maintenance", it makes no mention of the main 26-acre park being maintained within the CSA (Hal Brown Park). Similarly, while Hal Brown Park has its own page within the Marin County Parks website, there is no mention of CSA 17 anywhere within that page.

10.7 MUNICIPAL SERVICES

Parks and Recreation Facilities Maintenance

CSA 17 provides for maintenance by Marin County Parks staff of Hal Brown Park as well as the Corte Madera Creek Path, and the landscape maintenance of road medians along Sir Francis Drake Boulevard. Hal Brown Park, originally known as Creekside Park, was renamed in 2010 after the former Marin County Supervisor Hal Brown. Brown was the longest serving supervisor in Marin history, and helped lead the way to the approval of a \$1.6 million dollar renovation of the park and the Corte Madera Creek Path that was funded in large part by CSA 17. On February 14, 2011, after 6 months of closure, the renovation was completed and the park reopened to the public. The extensive renovation of the park included many different elements, including (but not limited to) the following:

- Two new expanded children's play areas for preschool-age and school-age children.
- Habitat restoration such as enlarged habitat areas by realigning certain pathways and removing invasive plant species.
- Expanded picnic area.
- Renovated amphitheater with small stage addition.
- Renovated restroom providing greater accessibility to people with all ability levels.
- Health and meditation grove.
- Construction of a Mt. Tamalpais and Creekside Marsh overlook.

Additionally, CSA 17 has had a longstanding partnership with the non-profit organization, Friend of Corte Madera Creek Watershed (FCMCW). Officially incorporated in 1995, the group champions the protection and enhancement of the natural ecosystems of the area. CSA 17 and FCMCW have partnered on a number of projects within the CSA boundaries over the years, including the following:

- **Southeastern Creekside Marsh Culvert Replacement and Habitat Enhancement:** This project replaces the older culvert that is upstream from the Bon Air Bridge and installs three larger parallel culverts to allow enough tidal flow to match the necessary width of the channel in the marsh near the culvert as well as increasing marsh vegetation.
- **Upland Habitat Enhancement:** Invasive Harding Grass removed and replaced by native plants.

Finally, a major project that CSA 17 is currently involved with is the Sir Francis Drake Boulevard Corridor Rehabilitation Project. With a contribution to the project by the CSA of \$1.25 million, some of the significant improvements within the boundary include improvement of entryways within the Greenbrae community at Eliseo Drive and La Cuesta Drive, as well as the sidewalk along the north side of SFDB. The project will also include new landscaping of all medians in the 2-mile strip of roadway from Eliseo Drive to the College of Marin. An extensive outline of the project can be viewed at upgradethedrake.com.

Police Services

Through a services agreement between the Marin County Sheriff's Department and the Kent Woodlands Property Owners Association, CSA 17 provides a taxing authority for the collection of a parcel tax that is levied upon the 567 parcels that make up the community of Kent Woodlands to provide additional police services to the unincorporated community. Initially formed in 1985 by way of Measure B, the residents of Kent Woodlands voted to approve a parcel tax that would cover the cost of one deputy to be dedicated to the patrol of the Kent Woodlands community on a full-time basis. The measure has been renewed multiple times with the most recent, Measure M, taking place in 2016 raising the annual rate from \$260 to \$360 per parcel.

License Plate Reader

In 2016, the residents of Kent Woodlands voted in favor of a new parcel tax, Measure N, in order to purchase, install, and maintain license plate reader equipment within the community. The tax was \$100 per parcel in the initial fiscal year (2016-17) for the funding of the initial purchase and installation of the equipment. Every year after the parcel tax is \$11 per parcel in order to fund the maintenance and records keeping. The service is provided by way of a contractual agreement between the Kent Woodlands Property Owners Association and Vigilant Solutions, a private company based out of Livermore, California. As the data from the readers is only accessed by the Marin County Sheriff's Department on a necessitated basis to aid in investigations within the community, the additional service is designated under the already active power of the CSA of police services and therefore did not require any application for the activation of a latent power through LAFCo.

10.8 FINANCIAL OVERVIEW

CSA 17 has three separate funds for the different services that it provides. The parks and recreation services are listed in the Marin County budget under 3090, the police patrol services under 3100, and the license plate reader services under 3410. Each account is kept separately in order to ensure the correct revenues are allocated and expenses tracked for each account. The services receive their annual revenues in different manners, with both the police patrol services and the license plate readers being funded exclusively by the voter-approved parcel taxes, while the parks and recreation services receives a majority of its annual revenue by way of refund to local taxing agencies from excess funds in the Educational Revenue Augmentation Fund (ERAF) and the revenue from current year property taxes which are secured by a lien on real property in the opinion of the assessor. For FY 2019-20, the parks and recreation services revenues were approximately 70% ERAF and 14% property tax. A breakdown of the current fiscal year as well as the previous two fiscal years for each of the three accounts can be seen below in figures 10-3, 10-4, and 10-5.

While each show instances of expenses outpacing revenues, each account, in particular the parks and recreation services account, is working off of a healthy fund balance surplus at this time that is supplementing the additional expenses.

Figure 10-3: CSA 17 Kentfield Revenues and Expenditures

Detail by Revenue Category and Expenditure Object 1	2018-19 Actual 2	2019-20 Estimated 3	2020-21 Recommended 4	2020-21 Adopted by the Board of Supervisors 5
3090 CSA #17 Kentfield				
Revenues				
Taxes	829,571	922,586	813,708	813,708
Licenses, Permits and Franchises	1,098	515	429	429
Use of Money and Property	93,525	58,488	26,464	26,464
Intergovernmental Revenues	617	613	629	629
Charges for Current Services	0	0	0	0
Miscellaneous Revenues	0	0	0	0
Total for: Revenues	924,811	982,202	841,230	841,230
Expenditures/Appropriations				
Services and Supplies	330,177	279,264	1,688,693	1,688,693
Capital Assets	0	0	0	0
Interfund Expense	256,428	247,913	245,201	245,201
Transfers Out	0	1,250,000	0	0
Total for: Expenditures/Appropriations	586,605	1,777,177	1,933,894	1,933,894
Net Cost:	(338,206)	794,975	1,092,664	1,092,664

Figure 10-4: CSA 17 Police Services Revenues and Expenditures

Detail by Revenue Category and Expenditure Object 1	2018-19 Actual 2	2019-20 Estimated 3	2020-21 Recommended 4	2020-21 Adopted by the Board of Supervisors 5
3100 CSA #17 Police Svcs				
Revenues				
Taxes	206,676	211,345	222,657	222,657
Use of Money and Property	2,636	2,220	0	0
Total for: Revenues	209,312	213,565	222,657	222,657
Expenditures/Appropriations				
Interfund Expense	204,067	215,135	229,241	229,241
Total for: Expenditures/Appropriations	204,067	215,135	229,241	229,241
Net Cost:	(5,245)	1,570	6,584	6,584

Figure 10-5: CSA 17 License Plate Readers Revenues and Expenditures

Detail by Revenue Category and Expenditure Object 1	2018-19 Actual 2	2019-20 Estimated 3	2020-21 Recommended 4	2020-21 Adopted by the Board of Supervisors 5
3410 CSA 17 License Plate Readers				
Revenues				
Taxes	4,896	4,860	6,237	6,237
Use of Money and Property	302	195	0	0
Total for: Revenues	5,198	5,055	6,237	6,237
Expenditures/Appropriations				
Services and Supplies	11,059	1,509	6,237	6,237
Interfund Expense	0	0	0	0
Total for: Expenditures/Appropriations	11,059	1,509	6,237	6,237
Net Cost:	5,861	(3,546)	0	0

10.9 SUSTAINABILITY

CSA 17 has shown a genuine commitment to providing services while being mindful of its environmental impact both through its work on its own as well as in its collaborative efforts with community partners. As previously mentioned, CSA 17 partners with the Friends of Corte Madera Creek Watershed, a nonprofit organization that is dedicated to increasing public awareness and providing preservation of the ecosystems within the watershed. The CSA has worked with the Friends of Corte Madera Creek Watershed on multiple projects in and around Hal Brown Park to ensure that both the park and the Corte Madera Creekside Path are managed in environmentally responsible manners. In the recent renovation of the park, one of the stated cornerstones of the Master Plan was “environmental education and habitat restoration”. The renovation offered the unique opportunity to restore and expand the upland marsh transition habitat areas that are critical to the numerous species of wildlife that inhabit the area. A biofiltration swale was added to the park in an effort to filter water running off of the existing turf areas before draining into the marsh below.



Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

AGENDA REPORT

April 8, 2021

Item No. 7 (Public Hearing)

TO: Local Agency Formation Commission
FROM: Jason Fried, Executive Officer
(On behalf of Committee Chair Kious, Member Arnold, and Member Coler)
SUBJECT: Adoption of Proposed Operating Draft Budget for Fiscal Year 21-22

Background

On March 8, 2021, the Budget and Workplan Committee met and approved the attached proposed budget. State Government Code section 56381 states that all LAFCos need to approve a proposed budget by May 1st and a final budget by June 15th of each year. The attached budget being presented today is the proposed budget which, if approved today, will fulfill the May 1st deadline. The approved proposed budget then gets sent to all agencies for comment with final approval at our June meeting.

LAFCo the last couple of years has gone through a major budget overhaul merging and readjusting line items. In addition, we made changes to how the budget process itself will work, with this year being the first year where we will fully be able to implement this new budget process.

From a high level, the Commission reviews the expenditures based on estimated needs for the upcoming fiscal year. Then to cover costs we look to two different funding sources: agency contributions and carryforward funds. The agency contributions are what we ask all our member agencies to pay. The carryforward balance is a combination of unspent money from the prior year as well as interest earned on money kept with the County and fee applications during the current fiscal year.

For the proposed budget on the expenditures section, I present what I think is the highest amount needed for each line item. Then to fund that we look to both agency contribution and carry forward amount. Finally, when we get closer to the June Commission meeting, staff will revisit all numbers in the proposed budget to make sure they are the best numbers available as part of the final approval.

For the current fiscal year (20-21) the Commission wanted to use some unspent funds from prior years to give agencies a 10% reduction in that income line item as a one-time action to help agencies deal with unknown budget issues from COVID. The goal is to resume the regular amount in future years. The Committee's and staff's goal with this budget was to make sure contributing agencies' amount does not exceed the FY 19-20 budget of \$559,522.51. The budget being presented does that with the understanding as we get closer to the end of this budget year we will have a larger carryforward amount than is currently presented which will help lower the agency contribution line item.

On the expenditure side, there are some line item changes from last year to this year based on better understanding and looking to the needs of LAFCo in FY 21-22. Some key line item changes include:

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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 Kious, Regular
Almonte Sanitary District

Tod Moody, Alternate
Sanitary District #5

Larry Loder, Regular
Public Member

Chris Skelton, Alternate
Public Member

- Salary – LAFCo generally follows the County on COLA and step increases for its staff. The County labor contracts are set to expire at the end of the current fiscal year. At the time of the writing of this staff report, the County had come to basic agreements with some of the labor unions that are going through the approval process. However, it had not come to basic terms with the labor union that LAFCo staff ties its pay and benefits with. County staff has said for those contracts that have basic agreements already that, instead of a COLA, the county will be offering a one-time payment of \$1,200 per employee for the year. Our budget increase is to allow for a COLA/one-time-payment as well as step increases for staff that have earned it. In addition, the Executive Officer is looking at the possibility of promoting a staff person who has the ability to take on more responsibility than the current position they are currently doing. This will be helpful in the retention of the staff and would benefit LAFCo in the long run. When the June meeting comes this number will likely be lower given all staff review will have been completed as well as the Commission having negated the salary for the Executive Officer position.
- Benefits – The County is estimating a 5% increase in benefit costs but a decrease is being included due to current staff use of benefits. One staff person is currently on another person's general health plan so does not use our plan.
- Pension - Going to be higher due to MCERA increasing its rates that agencies need to pay from the current fiscal year to the next fiscal year. In addition, similar to the salary line item, this will likely be lowered prior to the final budget once actual staff salaries are known.
- Legal Services – This line has been lowered due to the fact that we have now completed the total overhaul of our personnel handbook. There may be a limited amount of work left on the personnel handbook once all benefits administration is handed over to LAFCo to run.
- Membership and Dues – After the Committee met, the Marin Map Executive Committee announced that MGSA is likely to propose and approve a budget that is asking for no funds from member agencies for FY 21-22. MGSA meets in May to approve budgets. Should they agree then this amount will get lowered in our final budget proposal during the June meeting.
- All other line items are basic adjustments due to either inflationary increases or small adjustments in projected future spending in that category.

For the two income line items, the agency contribution is currently set to be equal to the FY 19-20 budget per the Commission's request from last year's budget. The carryforward fund balance right now is simply a placeholder until we get closer to the end of the year and can put in a real number for what is expected to be leftover from this year's unspent fund. Given we already have over \$6,500 from interest earned and application fees from this year, there easily should be a good amount over the \$10,000 currently listed.

Staff Recommendation for Action

1. Staff Recommendation – Approve the proposed budget with any needed amendments.
2. Alternate Option - Continue consideration of the item to a meeting to occur prior to May 1st.

Line Items	Draft FY 21-22	Approved FY 20-21	Approved FY 19-20	Change FY 20-21 to FY 21-22
Expense				
5110110 · Salary	\$319,000.00	\$307,000.00	\$305,553.00	3.76%
5130120 · Benefits	\$34,000.00	\$45,000.00	\$61,110.60	-32.35%
5130500 · Pension	\$45,000.00	\$39,000.00	\$56,911.23	13.33%
5130525 · Retiree Health	\$6,000.00	\$6,000.00	\$16,000.00	0.00%
05 · Commissioner Per Diems	\$10,000.00	\$10,000.00	\$13,500.00	0.00%
10 · Conferences	\$5,000.00	\$5,000.00	\$4,000.00	0.00%
15 · General Insurance	\$8,500.00	\$8,000.00	\$4,000.00	5.88%
20 · IT & Communications Services	\$17,000.00	\$16,000.00	\$14,000.00	5.88%
25 · Legal Services	\$37,500.00	\$45,000.00	\$35,000.00	-20.00%
30 · Memberships & Dues	\$16,000.00	\$13,000.00	\$15,000.00	18.75%
35 · Misc Services	\$2,000.00	\$2,000.00	\$2,000.00	0.00%
40 · Office Equipment Purchases	\$4,139.00	\$4,139.00	\$4,500.00	0.00%
45 · Office Lease/Rent	\$34,559.17	\$33,588.88	\$32,652.95	2.81%
50 · Office Supplies and Postage	\$4,000.00	\$4,000.00	\$4,000.00	0.00%
55 · Professional Services	\$20,000.00	\$20,000.00	\$70,000.00	0.00%
60 · Publications/Notices	\$2,000.00	\$3,000.00	\$3,500.00	-50.00%
65 · Rent - Storage	\$650.00	\$650.00	\$500.00	0.00%
70 · Training	\$1,700.00	\$1,700.00	\$1,700.00	0.00%
75 · Travel - Mileage	\$3,500.00	\$3,500.00	\$4,000.00	0.00%
Total Expense	\$570,548.17	\$566,577.88	\$647,927.78	0.70%
Income				
Carry Forward Balance	\$11,025.66	\$63,007.60	\$66,830.44	
4710510 · Agency Contributions	\$559,522.51	\$503,570.28	\$559,522.51	
Total Income	\$570,548.17	\$566,577.88	\$626,352.95	

	Amount	Notes
General Reserve Fund	\$142,637.04	25% of total expenses - fully funded
Consultant Reserve Fund	\$50,000	Per Marin LAFCo policy 3.10(B)(ix) - fully funded
Technology Replacement Fund	\$4,139	Prior FY unspent funds from line item 40, not to exceed \$20,000



Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

AGENDA REPORT

April 8, 2021

Item No. 8 (Business)

TO: Local Agency Formation Commission

FROM: Jason Fried, Executive Officer

SUBJECT: Approval of Auditor for FY 2019-2020 Audit Report

Background

At the February meeting, the Commission approved the FY 18-19 audit. At the meeting, the Commission requested the Executive Officer review options for FY 19-20 budget since both Marin LAFCo policy and State Government Code require a change in auditors after the same auditor has done six audits in a row. The FY 18-19 audit was the sixth year with the same person. The E.O. reached out to the other local agencies in Marin County and other LAFCos across California to find out who does their audits. We got over 30 agencies responding with many repeating the same firm names so ended up with a list of eleven different firms that staff reached out to. We got quotes from seven of those firms. One issue that Marin LAFCo is dealing with is our size. One firm basically told me that we were too small for them to do and another had base costs they would not go below which was a lot higher than what we have paid in the past. Of the seven firms bidding, prices ranged from \$6,500 to \$16,500. I followed up with several of the lower cost firms to ask questions, see what they offered, and how we would fit into their workload.

The firm that stood out and is the one I recommend is Davis Farr LLP. Five southern California LAFCos did a joint RFP for auditing services and picked Davis Farr based on that RFP. That group of LAFCos was able to use the group going in together to get a slightly better deal and Davis Farr is willing to give us a price as if we were part of that joint RFP. The proposal (attached) is not to exceed the amount of \$7,250 for the FY 19-20 audit. In addition, they added an additional year cost that we could exercise if we desired. They did not give us a sixth year since the current agreements with the other LAFCos would expire so they are lining up our proposals to the other. Staff suggested this since it would be my desire to join the next RFP process should the other LAFCos do a joint RFP when they hit six years with the same auditor. Davis Farr has also agreed to use the standard professional services agreement (attached) that BBK drafted for us.

Staff Recommendation for Action

1. Staff Recommendation – Approval of the Executive Officer to enter into an agreement with Davis Farr LPP to perform the FY 19-20 audit.
2. Alternate Option - Do not approve the agreement and give staff instruction on what the Commission would like to do.

Attachment:

1. Marin LAFCo Professional Services agreement
2. Davis Farr LLP Proposal

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Chris Skelton, Alternate
Public Member

**MARIN LOCAL AGENCY FORMATION COMMISSION
PROFESSIONAL SERVICES AGREEMENT**

This Agreement is made and entered into as of [REDACTED], 20[REDACTED] by and between the Marin Local Agency Formation Commission, a public agency organized and operating under the laws of the State of California with its principal place of business at 1401 Los Gamos Drive, San Rafael, CA 94903 ("Commission"), and Davis Farr LLP a Partnership with its principal place of business at 18201 Von Karman Avenue, Suite 1100, Irvine, CA 92612 (hereinafter referred to as "Consultant"). Commission and Consultant are sometimes individually referred to as "Party" and collectively as "Parties" in this Agreement.

RECITALS

A. Commission is a public agency of the State of California and is in need of professional services for the following project:

Financial Statement Audit Services (hereinafter referred to as "the Project").

B. Consultant is duly licensed and has the necessary qualifications to provide such services.

C. The Parties desire by this Agreement to establish the terms for Commission to retain Consultant to provide the services described herein.

AGREEMENT

NOW, THEREFORE, IT IS AGREED AS FOLLOWS:

1. Services.

Consultant shall provide the Commission with the services described in the Scope of Services attached hereto as Exhibit "A."

2. Compensation.

a. Subject to paragraph 2(b) below, the Commission shall pay for such services in accordance with the Schedule of Charges set forth in Exhibit "A."

b. In no event shall the total amount paid for services rendered by Consultant under this Agreement exceed the sum of \$7,250. This amount is to cover all printing and related costs, and the Commission will not pay any additional fees for printing expenses. Periodic payments shall be made within 30 days of receipt of an invoice which includes a detailed description of the work performed. Payments to Consultant for work performed will be made on a monthly billing basis.

3. Additional Work.

If changes in the work seem merited by Consultant or the Commission, and informal consultations with the other party indicate that a change is warranted, it shall be processed in the following manner: a letter outlining the changes shall be forwarded to the Commission by Consultant with a statement of estimated changes in fee or time schedule. An amendment to this Agreement shall be prepared by the Commission and executed by both Parties before

performance of such services, or the Commission will not be required to pay for the changes in the scope of work. Such amendment shall not render ineffective or invalidate unaffected portions of this Agreement.

4. Maintenance of Records.

Books, documents, papers, accounting records, and other evidence pertaining to costs incurred shall be maintained by Consultant and made available at all reasonable times during the contract period and for four (4) years from the date of final payment under the contract for inspection by Commission.

5. Time of Performance.

Consultant shall perform its services in a prompt and timely manner and shall commence performance upon receipt of written notice from the Commission to proceed ("Notice to Proceed"). Consultant shall complete the services required hereunder within **period noted in Exhibit A**. The Notice to Proceed shall set forth the date of commencement of work.

6. Delays in Performance.

a. Neither Commission nor Consultant shall be considered in default of this Agreement for delays in performance caused by circumstances beyond the reasonable control of the non-performing party. For purposes of this Agreement, such circumstances include but are not limited to, abnormal weather conditions; floods; earthquakes; fire; epidemics; war; riots and other civil disturbances; strikes, lockouts, work slowdowns, and other labor disturbances; sabotage or judicial restraint.

b. Should such circumstances occur, the non-performing party shall, within a reasonable time of being prevented from performing, give written notice to the other party describing the circumstances preventing continued performance and the efforts being made to resume performance of this Agreement.

7. Compliance with Law.

a. Consultant shall comply with all applicable laws, ordinances, codes and regulations of the federal, state and local government, including Cal/OSHA requirements.

b. If required, Consultant shall assist the Commission, as requested, in obtaining and maintaining all permits required of Consultant by federal, state and local regulatory agencies.

c. If applicable, Consultant is responsible for all costs of clean up and/ or removal of hazardous and toxic substances spilled as a result of his or her services or operations performed under this Agreement.

8. Standard of Care

Consultant's services will be performed in accordance with generally accepted professional practices and principles and in a manner consistent with the level of care and skill ordinarily exercised by members of the profession currently practicing under similar conditions.

9. Assignment and Subconsultant

Consultant shall not assign, sublet, or transfer this Agreement or any rights under or interest in this Agreement without the written consent of the Commission, which may be withheld for any reason. Any attempt to so assign or so transfer without such consent shall be void and without legal effect and shall constitute grounds for termination. Subcontracts, if any, shall contain a provision making them subject to all provisions stipulated in this Agreement. Nothing contained herein shall prevent Consultant from employing independent associates, and subconsultants as Consultant may deem appropriate to assist in the performance of services hereunder.

10. Independent Contractor

Consultant is retained as an independent contractor and is not an employee of Commission. No employee or agent of Consultant shall become an employee of Commission. The work to be performed shall be in accordance with the work described in this Agreement, subject to such directions and amendments from Commission as herein provided.

11. Insurance. Consultant shall not commence work for the Commission until it has provided evidence satisfactory to the Commission it has secured all insurance required under this section. In addition, Consultant shall not allow any subcontractor to commence work on any subcontract until it has secured all insurance required under this section.

a. Commercial General Liability

(i) The Consultant shall take out and maintain, during the performance of all work under this Agreement, in amounts not less than specified herein, Commercial General Liability Insurance, in a form and with insurance companies acceptable to the Commission.

(ii) Coverage for Commercial General Liability insurance shall be at least as broad as the following:

(1) Insurance Services Office Commercial General Liability coverage (Occurrence Form CG 00 01) or exact equivalent.

(iii) Commercial General Liability Insurance must include coverage for the following:

- (1) Bodily Injury and Property Damage
- (2) Personal Injury/Advertising Injury
- (3) Premises/Operations Liability
- (4) Products/Completed Operations Liability
- (5) Aggregate Limits that Apply per Project
- (6) Explosion, Collapse and Underground (UCX) exclusion deleted
- (7) Contractual Liability with respect to this Agreement
- (8) Property Damage
- (9) Independent Consultants Coverage

(iv) The policy shall contain no endorsements or provisions limiting coverage for (1) contractual liability; (2) cross liability exclusion for claims or suits by one insured against another; (3) products/completed operations liability; or (4) contain any other exclusion contrary to the Agreement.

(v) The policy shall give Commission, its officials, officers, employees, agents and Commission designated volunteers additional insured status using ISO endorsement forms CG 20 10 10 01 and 20 37 10 01, or endorsements providing the exact same coverage.

(vi) The general liability program may utilize either deductibles or provide coverage excess of a self-insured retention, subject to written approval by the Commission, and provided that such deductibles shall not apply to the Commission as an additional insured.

b. Automobile Liability

(i) At all times during the performance of the work under this Agreement, the Consultant shall maintain Automobile Liability Insurance for bodily injury and property damage including coverage for owned, non-owned and hired vehicles, in a form and with insurance companies acceptable to the Commission.

(ii) Coverage for automobile liability insurance shall be at least as broad as Insurance Services Office Form Number CA 00 01 covering automobile liability (Coverage Symbol 1, any auto).

(iii) The policy shall give Commission, its officials, officers, employees, agents and Commission designated volunteers additional insured status.

(iv) Subject to written approval by the Commission, the automobile liability program may utilize deductibles, provided that such deductibles shall not apply to the Commission as an additional insured, but not a self-insured retention.

c. Workers' Compensation/Employer's Liability

(i) Consultant certifies that he/she is aware of the provisions of Section 3700 of the California Labor Code which requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and he/she will comply with such provisions before commencing work under this Agreement.

(ii) To the extent Consultant has employees at any time during the term of this Agreement, at all times during the performance of the work under this Agreement, the Consultant shall maintain full compensation insurance for all persons employed directly by him/her to carry out the work contemplated under this Agreement, all in accordance with the "Workers' Compensation and Insurance Act," Division IV of the Labor Code of the State of California and any acts amendatory thereof, and Employer's Liability Coverage in amounts indicated herein. Consultant shall require all subconsultants to obtain and maintain, for the period required by this Agreement, workers' compensation coverage of the same type and limits as specified in this section.

d. Professional Liability (Errors and Omissions)

At all times during the performance of the work under this Agreement the Consultant shall maintain professional liability or Errors and Omissions insurance appropriate to its profession, in a form and with insurance companies acceptable to the Commission and in an amount indicated herein. This insurance shall be endorsed to include contractual liability applicable to this

Agreement and shall be written on a policy form coverage specifically designed to protect against acts, errors or omissions of the Consultant. "Covered Professional Services" as designated in the policy must specifically include work performed under this Agreement. The policy must "pay on behalf of" the insured and must include a provision establishing the insurer's duty to defend.

e. Minimum Policy Limits Required

(i) The following insurance limits are required for the Agreement:

Combined Single Limit

Commercial General Liability	\$1,000,000 per occurrence/ \$2,000,000 aggregate for bodily injury, personal injury, and property damage
Automobile Liability	\$1,000,000 per occurrence for bodily injury and property damage
Employer's Liability	\$1,000,000 per occurrence
Professional Liability	\$1,000,000 per claim and aggregate (errors and omissions)

(ii) Defense costs shall be payable in addition to the limits.

(iii) Requirements of specific coverage or limits contained in this section are not intended as a limitation on coverage, limits, or other requirement, or a waiver of any coverage normally provided by any insurance. Any available coverage shall be provided to the parties required to be named as Additional Insured pursuant to this Agreement.

f. Evidence Required

Prior to execution of the Agreement, the Consultant shall file with the Commission evidence of insurance from an insurer or insurers certifying to the coverage of all insurance required herein. Such evidence shall include original copies of the ISO CG 00 01 (or insurer's equivalent) signed by the insurer's representative and Certificate of Insurance (Acord Form 25-S or equivalent), together with required endorsements. All evidence of insurance shall be signed by a properly authorized officer, agent, or qualified representative of the insurer and shall certify the names of the insured, any additional insureds, where appropriate, the type and amount of the insurance, the location and operations to which the insurance applies, and the expiration date of such insurance.

g. Policy Provisions Required

(i) Consultant shall provide the Commission at least thirty (30) days prior written notice of cancellation of any policy required by this Agreement, except that the Consultant shall provide at least ten (10) days prior written notice of cancellation of any such policy due to non-payment of premium. If any of the required coverage is cancelled or expires during the term of this Agreement, the Consultant shall deliver renewal certificate(s) including the General Liability Additional Insured Endorsement to the Commission at least ten (10) days prior to the effective date of cancellation or expiration.

(ii) The Commercial General Liability Policy and Automobile Policy shall each contain a provision stating that Consultant's policy is primary insurance and that any insurance, self-insurance or other coverage maintained by the Commission or any named insureds shall not be called upon to contribute to any loss.

(iii) The retroactive date (if any) of each policy is to be no later than the effective date of this Agreement. Consultant shall maintain such coverage continuously for a period of at least three years after the completion of the work under this Agreement. Consultant shall purchase a one (1) year extended reporting period A) if the retroactive date is advanced past the effective date of this Agreement; B) if the policy is cancelled or not renewed; or C) if the policy is replaced by another claims-made policy with a retroactive date subsequent to the effective date of this Agreement.

(iv) All required insurance coverages, except for the professional liability coverage, shall contain or be endorsed to waiver of subrogation in favor of the Commission, its officials, officers, employees, agents, and volunteers or shall specifically allow Consultant or others providing insurance evidence in compliance with these specifications to waive their right of recovery prior to a loss. Consultant hereby waives its own right of recovery against Commission, and shall require similar written express waivers and insurance clauses from each of its subconsultants.

(v) The limits set forth herein shall apply separately to each insured against whom claims are made or suits are brought, except with respect to the limits of liability. Further the limits set forth herein shall not be construed to relieve the Consultant from liability in excess of such coverage, nor shall it limit the Consultant's indemnification obligations to the Commission and shall not preclude the Commission from taking such other actions available to the Commission under other provisions of the Agreement or law.

h. Qualifying Insurers

(i) All policies required shall be issued by acceptable insurance companies, as determined by the Commission, which satisfy the following minimum requirements:

(1) Each such policy shall be from a company or companies with a current A.M. Best's rating of no less than A:VII and admitted to transact in the business of insurance in the State of California, or otherwise allowed to place insurance through surplus line brokers under applicable provisions of the California Insurance Code or any federal law.

i. Additional Insurance Provisions

(i) The foregoing requirements as to the types and limits of insurance coverage to be maintained by Consultant, and any approval of said insurance by the Commission, is not intended to and shall not in any manner limit or qualify the liabilities and obligations otherwise assumed by the Consultant pursuant to this Agreement, including but not limited to, the provisions concerning indemnification.

(ii) If at any time during the life of the Agreement, any policy of insurance required under this Agreement does not comply with these specifications or is canceled and not replaced, Commission has the right but not the duty to obtain the insurance it deems necessary and any premium paid by Commission will be promptly reimbursed by

Consultant or Commission will withhold amounts sufficient to pay premium from Consultant payments. In the alternative, Commission may cancel this Agreement.

(iii) The Commission may require the Consultant to provide complete copies of all insurance policies in effect for the duration of the Project.

(iv) Neither the Commission nor any of its officials, officers, employees, agents or volunteers shall be personally responsible for any liability arising under or by virtue of this Agreement.

j. Subconsultant Insurance Requirements. Consultant shall not allow any subcontractors or subconsultants to commence work on any subcontract until they have provided evidence satisfactory to the Commission that they have secured all insurance required under this section. Policies of commercial general liability insurance provided by such subcontractors or subconsultants shall be endorsed to name the Commission as an additional insured using ISO form CG 20 38 04 13 or an endorsement providing the exact same coverage. If requested by Consultant, Commission may approve different scopes or minimum limits of insurance for particular subcontractors or subconsultants.

12. Indemnification.

a. To the fullest extent permitted by law, Consultant shall defend (with counsel of Commission's choosing), indemnify and hold the Commission, its officials, officers, employees, volunteers, and agents free and harmless from any and all claims, demands, causes of action, costs, expenses, liability, loss, damage or injury of any kind, in law or equity, to property or persons, including wrongful death, in any manner arising out of, pertaining to, or incident to any acts, errors or omissions, or willful misconduct of Consultant, its officials, officers, employees, subcontractors, consultants or agents in connection with the performance of the Consultant's services, the Project or this Agreement, including without limitation the payment of all damages, expert witness fees and attorney's fees and other related costs and expenses. Consultant's obligation to indemnify shall not be restricted to insurance proceeds, if any, received by Consultant, the Commission, its officials, officers, employees, agents, or volunteers.

b. If Consultant's obligation to defend, indemnify, and/or hold harmless arises out of Consultant's performance of "design professional" services (as that term is defined under Civil Code section 2782.8), then, and only to the extent required by Civil Code section 2782.8, which is fully incorporated herein, Consultant's indemnification obligation shall be limited to claims that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Consultant, and, upon Consultant obtaining a final adjudication by a court of competent jurisdiction, Consultant's liability for such claim, including the cost to defend, shall not exceed the Consultant's proportionate percentage of fault.

13. California Labor Code Requirements.

a. Consultant is aware of the requirements of California Labor Code Sections 1720 et seq. and 1770 et seq., which require the payment of prevailing wage rates and the performance of other requirements on certain "public works" and "maintenance" projects ("Prevailing Wage Laws"). If the services are being performed as part of an applicable "public works" or "maintenance" project, as defined by the Prevailing Wage Laws, and if the total compensation is \$1,000 or more, Consultant agrees to fully comply with such Prevailing Wage Laws. Consultant shall defend, indemnify and hold the Commission, its officials, officers,

employees and agents free and harmless from any claims, liabilities, costs, penalties or interest arising out of any failure or alleged failure to comply with the Prevailing Wage Laws. It shall be mandatory upon the Consultant and all subconsultants to comply with all California Labor Code provisions, which include but are not limited to prevailing wages (Labor Code Sections 1771, 1774 and 1775), employment of apprentices (Labor Code Section 1777.5), certified payroll records (Labor Code Sections 1771.4 and 1776), hours of labor (Labor Code Sections 1813 and 1815) and debarment of contractors and subcontractors (Labor Code Section 1777.1). The requirement to submit certified payroll records directly to the Labor Commissioner under Labor Code section 1771.4 shall not apply to work performed on a public works project that is exempt pursuant to the small project exemption specified in Labor Code Section 1771.4.

b. If the services are being performed as part of an applicable “public works” or “maintenance” project, then pursuant to Labor Code Sections 1725.5 and 1771.1, the Consultant and all subconsultants performing such services must be registered with the Department of Industrial Relations. Consultant shall maintain registration for the duration of the Project and require the same of any subconsultants, as applicable. Notwithstanding the foregoing, the contractor registration requirements mandated by Labor Code Sections 1725.5 and 1771.1 shall not apply to work performed on a public works project that is exempt pursuant to the small project exemption specified in Labor Code Sections 1725.5 and 1771.1.

c. This Agreement may also be subject to compliance monitoring and enforcement by the Department of Industrial Relations. It shall be Consultant’s sole responsibility to comply with all applicable registration and labor compliance requirements. Any stop orders issued by the Department of Industrial Relations against Consultant or any subcontractor that affect Consultant’s performance of services, including any delay, shall be Consultant’s sole responsibility. Any delay arising out of or resulting from such stop orders shall be considered Consultant caused delay and shall not be compensable by the Commission. Consultant shall defend, indemnify and hold the Commission, its officials, officers, employees and agents free and harmless from any claim or liability arising out of stop orders issued by the Department of Industrial Relations against Consultant or any subcontractor.

14. Verification of Employment Eligibility.

By executing this Agreement, Consultant verifies that it fully complies with all requirements and restrictions of state and federal law respecting the employment of undocumented aliens, including, but not limited to, the Immigration Reform and Control Act of 1986, as may be amended from time to time, and shall require all subconsultants and sub-subconsultants to comply with the same.

15. Laws and Venue.

This Agreement shall be interpreted in accordance with the laws of the State of California. If any action is brought to interpret or enforce any term of this Agreement, the action shall be brought in a state or federal court situated in the County of Marin, State of California.

16 Termination or Abandonment

a. Commission has the right to terminate or abandon any portion or all of the work under this Agreement by giving ten (10) calendar days written notice to Consultant. In such event, Commission shall be immediately given title and possession to all original field notes, drawings and specifications, written reports and other documents produced or developed for that

portion of the work completed and/or being abandoned. Commission shall pay Consultant the reasonable value of services rendered for any portion of the work completed prior to termination. If said termination occurs prior to completion of any task for the Project for which a payment request has not been received, the charge for services performed during such task shall be the reasonable value of such services, based on an amount mutually agreed to by Commission and Consultant of the portion of such task completed but not paid prior to said termination. Commission shall not be liable for any costs other than the charges or portions thereof which are specified herein. Consultant shall not be entitled to payment for unperformed services, and shall not be entitled to damages or compensation for termination of work.

b. Consultant may terminate its obligation to provide further services under this Agreement upon thirty (30) calendar days' written notice to Commission only in the event of substantial failure by Commission to perform in accordance with the terms of this Agreement through no fault of Consultant.

17 Documents. Except as otherwise provided in "Termination or Abandonment," above, all original field notes, written reports, Drawings and Specifications and other documents, produced or developed for the Project shall, upon payment in full for the services described in this Agreement, be furnished to and become the property of the Commission.

18. Organization

Consultant shall assign Shannon Ayala as Project Manager. The Project Manager shall not be removed from the Project or reassigned without the prior written consent of the Commission.

20. Limitation of Agreement.

This Agreement is limited to and includes only the work included in the Project described above.

21. Notice

Any notice or instrument required to be given or delivered by this Agreement may be given or delivered by depositing the same in any United States Post Office, certified mail, return receipt requested, postage prepaid, addressed to:

COMMISSION:

Marin Local Agency Formation Commission
1401 Los Gamos Drive
San Rafael, CA 94903
Attn: Jason Fried

CONSULTANT:

Davis Farr LLP
18201 Von Karman Avenue, Suite 1100
Irvine, CA 92612
Attn. Shannon Ayala

and shall be effective upon receipt thereof.

22. Third Party Rights

Nothing in this Agreement shall be construed to give any rights or benefits to anyone other than the Commission and the Consultant.

23. Equal Opportunity Employment.

Consultant represents that it is an equal opportunity employer and that it shall not discriminate against any employee or applicant for employment because of race, religion, color, national origin, ancestry, sex, age or other interests protected by the State or Federal Constitutions. Such non-discrimination shall include, but not be limited to, all activities related to initial employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination.

24. Entire Agreement

This Agreement, with its exhibits, represents the entire understanding of Commission and Consultant as to those matters contained herein, and supersedes and cancels any prior or contemporaneous oral or written understanding, promises or representations with respect to those matters covered hereunder. Each Party acknowledges that no representations, inducements, promises or agreements have been made by any person which are not incorporated herein, and that any other agreements shall be void. This Agreement may not be modified or altered except in writing signed by both Parties hereto. This is an integrated Agreement.

25. Severability

The unenforceability, invalidity or illegality of any provision(s) of this Agreement shall not render the remaining provisions unenforceable, invalid or illegal.

26. Successors and Assigns

This Agreement shall be binding upon and shall inure to the benefit of the successors in interest, executors, administrators and assigns of each Party to this Agreement. However, Consultant shall not assign or transfer by operation of law or otherwise any or all of its rights, burdens, duties or obligations without the prior written consent of Commission. Any attempted assignment without such consent shall be invalid and void.

27. Non-Waiver

None of the provisions of this Agreement shall be considered waived by either Party, unless such waiver is specifically specified in writing.

28. Time of Essence

Time is of the essence for each and every provision of this Agreement.

29. Commission's Right to Employ Other Consultants

Commission reserves its right to employ other consultants, including engineers, in connection with this Project or other projects.

30. Prohibited Interests

Consultant maintains and warrants that it has not employed nor retained any company or person, other than a bona fide employee working solely for Consultant, to solicit or secure this Agreement. Further, Consultant warrants that it has not paid nor has it agreed to pay any company or person, other than a bona fide employee working solely for Consultant, any fee,

commission, percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, Commission shall have the right to rescind this Agreement without liability. For the term of this Agreement, no director, official, officer or employee of Commission, during the term of his or her service with Commission, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

When funding for the services is provided, in whole or in part, by an agency of the federal government, Consultant shall also fully and adequately comply with the provisions included in Exhibit "D" (Federal Requirements) attached hereto and incorporated herein by reference ("Federal Requirements"). With respect to any conflict between such Federal Requirements and the terms of this Agreement and/or the provisions of state law, the more stringent requirement shall control.

[SIGNATURES ON FOLLOWING PAGE]

**SIGNATURE PAGE FOR PROFESSIONAL SERVICES AGREEMENT
BETWEEN THE MARIN LOCAL AGENCY FORMATION COMMISSION
AND DAVIS FARR LLP**

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the date first written above.

MARIN LOCAL AGENCY FORMATION
COMMISSION

DAVIS FARR LLP

By: _____
Jason Fried
Interim Executive Officer

By: _____
Shannon Ayala, CPA
Partner

ATTEST:

By: _____
Board Clerk

EXHIBIT A

Scope of Services

See attached Proposal

EXHIBIT B

Schedule of Charges/Payments

Consultant will invoice Commission on a monthly cycle. Consultant will include with each invoice a detailed progress report that indicates the amount of budget spent on each task. Consultant will inform Commission regarding any out-of-scope work being performed by Consultant. This is a time-and-materials contract.

See Attached Proposal

EXHIBIT C
Activity Schedule

See attached Proposal



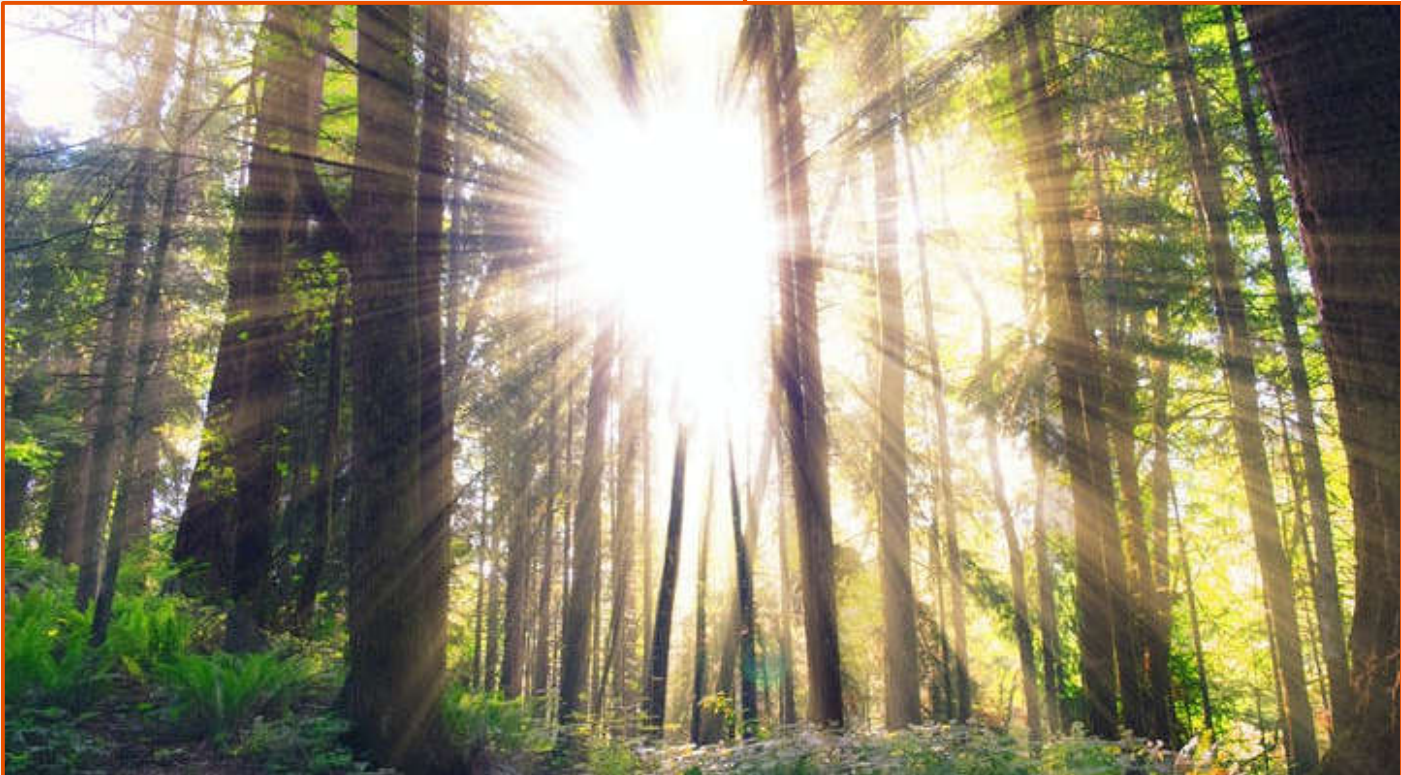
PROPOSAL FOR
PROFESSIONAL AUDITING
SERVICES

Prepared By:

Davis Farr LLP
5927 Priestly Drive | Suite 200
Carlsbad, CA 92008

Contact Person:

Shannon Ayala, CPA | Partner
Office: 760.536.5140 | Direct: 760.298.5872
Email: sayala@davisfarr.com



MARIN LOCAL AGENCY FORMATION COMMISSION

1401 Los Gamos Drive, Suite 220
San Rafael, CA 94903

March 5, 2021

Table of Contents

Section A – About Davis Farr LLP	1
Professional Affiliations	2
Section B – Qualifications and Related Experience	3
Section C – Client References	4
Section D – Proposed Staffing	5
Section E – Work Plan	6
Section F – Implementation of New GASB Pronouncements	8
Section G – Scope of Work	8
Section H – Proposed Timing of the Audit for FY 20/21	9
Section I – Segmentation of the Audit	9
Section J – Labor Hour Estimate and Fee Proposals	10

APPENDIX

Resumes

Peer Review Documentation

March 5, 2021

Marin Local Agency Formation Commission
1401 Los Gamos Drive, Suite 220
San Rafael, CA 94903

We are pleased to provide our proposal to perform audit services to the Marin Local Agency Formation Commission (the "LAFCO") for the fiscal year ending June 30, 2020, with optional years through 2024.

Our service philosophy is one of open and constant communication, a proactive approach and responsive, value-added services. We will listen to your ideas and concerns and will bring creative solutions to you in both financial and other operational areas. We are aware that while the LAFCO has solicited numerous proposals, Davis Farr LLP would be your best selection for the following reasons which are set forth in greater detail in our proposal:

- We take a proactive leadership role in local government accounting and auditing issues. Jennifer Farr, a founding Partner, is the current Chair of the Government Accounting and Audit Committee of the Cal CPA Society and our Partners are active members of the CSMFO Professional Standards Committee, the GFOA Special Review Committee, and other organizations. Our Partners are frequent speakers on technical topics at conferences and training events throughout California, including the recent CSMFO Annual Conference.
- We currently provide audit services to five LAFCOs in Southern California. Our deep understanding of the issues facing California governments enables us to provide high quality audit services to the Marin Local Agency Formation Commission.
- We extensively utilize data mining software to evaluate anomalies in your accounting data. This helps focus our auditors' attention on potential errors in the accounting records and transactions that could be more susceptible to fraud.

We appreciate the opportunity to share our credentials and look forward to developing our professional relationship. Our proposal remains a firm and irrevocable offer for 90 days. I look forward to you contacting me so that I may answer further any questions which you may have. You may contact me at 760.298.5872.

Very truly yours,

Shannon Ayala, CPA
Partner

Section A – About Davis Farr LLP

Background Information – Davis Farr LLP is a full-service regional accounting firm that specializes in providing attest and advisory services to federal, state, and local governments out of our California and Washington offices. This engagement would be serviced by our Carlsbad office. Our personnel have served governmental entities for over 40 years. A breakdown of our government audit personnel by classification is provided below.

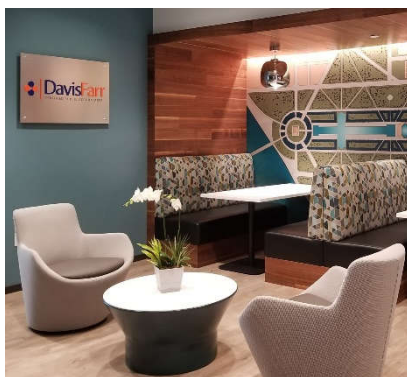
License to Practice in California – Davis Farr LLP and all key personnel are licensed with the California State Board of Accountancy to practice as independent certified public accountants.

Independence – Davis Farr LLP is independent with respect to the Marin Local Agency Formation Commission as defined by U.S. General Accounting Office’s *Government Auditing Standards* and Generally Accepted Auditing Standards. Neither Davis Farr LLP nor the key personnel have any potential or real conflicts of interest.

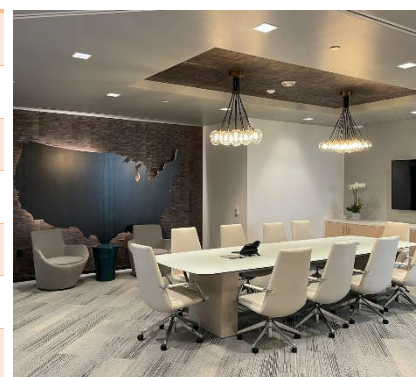
Insurance – Davis Farr LLP has sufficient insurance coverage to meet or exceed the LAFCO’s requirements and will provide insurance certificates to the LAFCO prior to entering into a contract.

Quality Control – Davis Farr LLP and its Partners are members of the American Institute of Certified Public Accountants (AICPA) and is a member of the AICPA’s Government Audit Quality Center. Our firm is a voluntary participant in the AICPA Peer Review Program. Included in the appendix is our most recent Peer Review report where our firm received a *Pass*. A *Pass* demonstrates the highest level of quality control in a Peer Review. The Peer Review included a review of government engagements. Davis Farr LLP has not had any federal or state desk reviews or field reviews during the past five years or any other negative history with the exception of a review performed by the Department of Transportation (DOT) in 2018. The report concluded that our audit work complied with the requirements of the single audit act, the uniform guidance, and DOT’s major programs and included a recommendation related to documentation. There has been no disciplinary action taken or pending against the firm during the past three years with state regulatory bodies or professional organizations.

Training – Every professional of the firm participates in continuing professional education courses. Each person is required to take at least 80 hours of training over a two-year period including 24 hours a year specific to government accounting and audit topics. Courses cover a wide spectrum of professional and technical subjects, and include Fraud, Professional Ethics and Governmental Accounting and Auditing topics to help the practitioner maintain his/her professional expertise.



Classification	Number of Employees
Partners	7
Managers	8
Supervisors	4
Seniors	17
Staff	13
Administrative	3
Total personnel	52



Professional Affiliations

Government Audit Quality Center – Davis Farr LLP is a member of the Government Audit Quality Center (GAQC). The GAQC promotes the importance of quality governmental audits and the value of such audits to purchasers of governmental audit services. GAQC is a voluntary membership center for CPA firms and state audit organizations that perform governmental audits.

National Registry of CPE Sponsors – Davis Farr LLP is registered to provide continuing professional education through the National Association of State Board of Accountancy (NASBA). NASBA recognizes CPE program sponsors who provide continuing professional education programs in accordance with nationally recognized standards. We provide CPE to our clients at our annual GASB Update.

Cal CPA – Many of the CPAs employed by Davis Farr LLP are members of Cal CPA and regularly participate in chapter meetings, education, and events. Cal CPA recognized one of Davis Farr LLP’s partners with their *Women to Watch* award in the Experienced Leader category. Davis Farr presented at the 2020 **Women’s Leadership Forum**. Davis Farr LLP partners are also members of the **Governmental Accounting and Auditing Committee** of the CalCPA and Jennifer Farr is the current Chair of the Committee.

American Institute of CPAs – Davis Farr LLP and the firm’s Partners are members of the American Institute of CPAs (AICPA). The AICPA develops standards for audits, provides educational guidance materials to its members, and monitors and enforces compliance with the profession’s technical and ethical standards.

CSMFO – The Partners of Davis Farr LLP are members of the California Society of Municipal Finance Officers (CSMFO), the statewide organization serving all California municipal finance professionals. Firm personnel regularly attend CSMFO Chapter Meetings and Conferences. The Partners of Davis Farr LLP are frequent presenters on accounting and auditing technical topics at Chapter Meetings and Conferences. Davis Farr presented at the annual CSMFO conference in February 2021.

GFOA – The Government Finance Officers Association (GFOA) enhances and promotes the professional management of governmental financial resources by identifying, developing, and advancing fiscal strategies, policies, and practices for the public benefit. The Partners of Davis Farr LLP are members of the Certificate of Achievement Program’s Special Review Committee. The Committee reviews Comprehensive Annual Financial Reports submitted to GFOA for the CAFR Award Program.



Section B – Qualifications and Related Experience

Davis Farr LLP is a leader in the local government sector throughout the Southern California Area. Currently, we service approximately 60 local, state, and federal government entities. Davis Farr LLP services routinely provided to our clients include, but are not limited to:



Our government expertise includes Cities, Special Districts, and other Governmental entities. Among the government agencies that the professionals of Davis Farr LLP have served recently are the following:

- City of Avalon
- City of Carlsbad
- City of Commerce
- City of Coronado
- City of Costa Mesa
- City of Cypress
- City of Delano
- City of Encinitas
- City of Fontana
- City of Garden Grove
- City of Huntington Beach
- City of Indio
- City of Irvine
- City of Laguna Niguel
- City of Los Angeles
- City of Mission Viejo
- City of Newport Beach
- City of Poway
- City of Rancho Santa Margarita
- City of Santee
- City of South Gate
- City of Vista
- County Los Angeles
- County of Placer
- County of San Diego
- East Orange County Water District
- Imperial LAFCO
- Los Angeles LAFCO
- Leucadia Wastewater District
- Metropolitan Water District of So CA
- Municipal Water District of So CA
- Orange County LAFCO
- Oxnard Housing Authority
- Placer County Water Agency
- Riverside LAFCO
- Salton Sea Authority
- San Bernardino LAFCO
- San Diego LAFCO
- Sweetwater Authority
- Tahoe Regional Planning Agency
- Tahoe Transportation District
- Vallecitos Water District

Section C – Client References

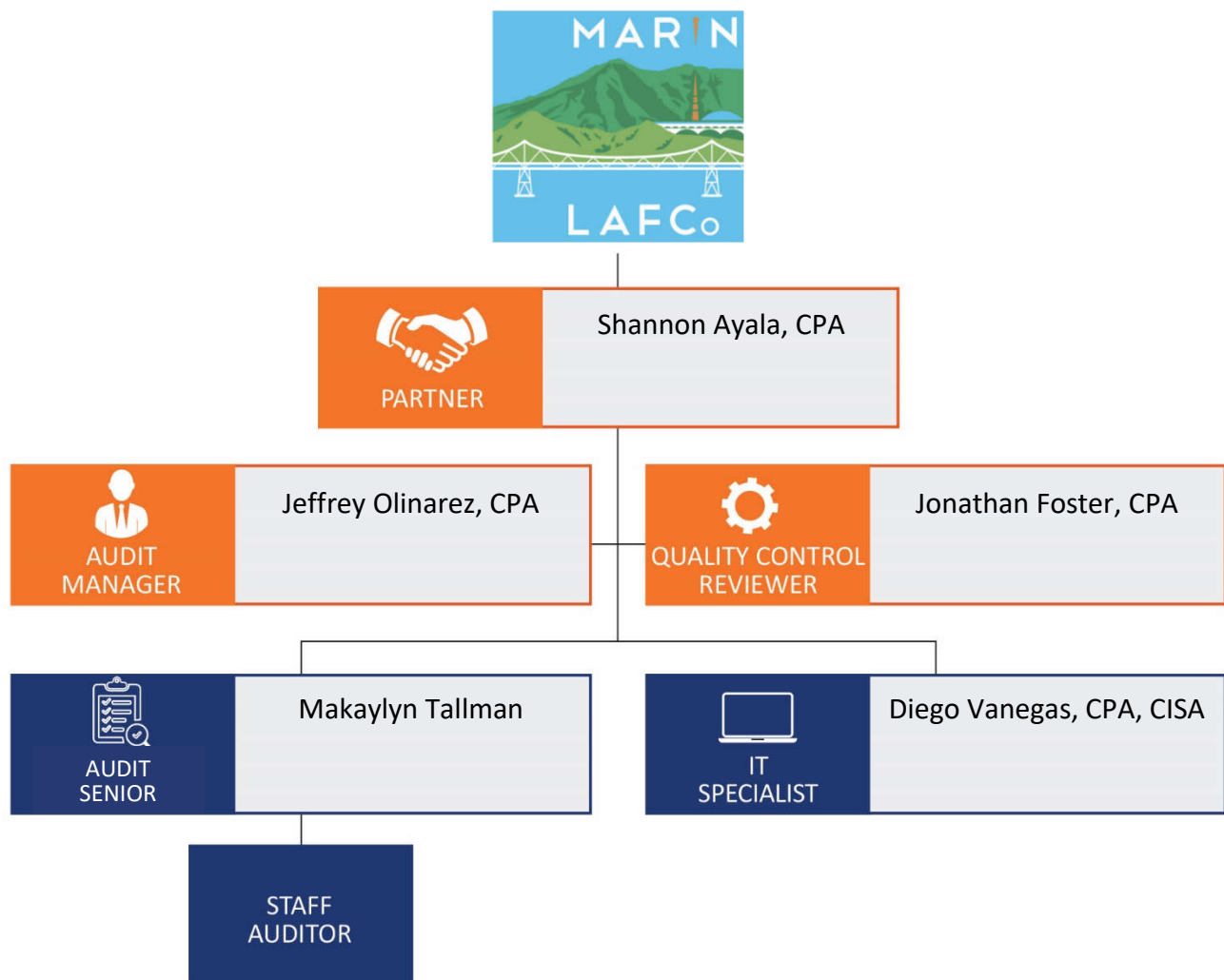
For your convenience, we have listed below references for audit work currently being performed by Davis Farr LLP personnel for several agencies throughout Southern California. For each of the references, we currently serve as independent auditors and have served these clients for a number of years.

CLIENT 1	Imperial LAFCO 1122 State Street, Suite D El Centro, CA Julie Carter 760.353.4115 <i>juliec@iclfaco.org</i>	<i>Financial Statement Audit of LAFCO</i>	95 Hours
CLIENT 2	Los Angeles LAFCO 80 South Lake Avenue Pasadena, CA Paul Novak, Executive Officer 626.204.6500 <i>pnovak@lalafco.org</i>	<i>Financial Statement Audit of LAFCO</i>	95 Hours
CLIENT 3	Orange LAFCO 2677 N. Main Street Santa Ana, CA Carolyn Emery, Executive Director 714.640.5100 <i>cemery@oclafco.org</i>	<i>Financial Statement Audit of LAFCO</i>	95 Hours

Section D – Proposed Staffing

The successful outcome of any audit requires personnel with the managerial and technical skills to perform the work required. The engagement team who will serve the Marin Local Agency Formation Commission have served together as a team of professionals on numerous financial audit examinations of local government entities. Key personnel include the Partner, Manager, and Senior Auditor. Key personnel will not be removed or replaced without the prior written concurrence of the LAFCO.

We believe that efficient administrative management and supervision of the audits is an extremely critical factor in achieving the desired results for Marin Local Agency Formation Commission. In that regard, our proposal organizational structure for providing independent auditing services is as follows:



Section E – Work Plan

Davis Farr plans and conducts our engagements in the most efficient manner possible, and our audit approach is unique with regard to the following:

- Our firm is sensitive to the priorities and work requirements of our clients. We work around the schedules of our clients when scheduling segments of the audit or requesting documentation in order to minimize disruption of LAFCO staff and to complete the audit in a timely manner.
- Whenever possible, we use accounting support already prepared by the LAFCO staff to avoid duplication or unnecessary requests for audit supporting schedules. Typically, we request support for balance sheet items, the year ending trial balance and cash and long-term debt confirmations.
- Our firm's expertise is in governmental auditing. Our auditors are GASB experts and skilled at addressing audit issues that are specific to local governments. You will not spend time training our personnel.
- When formulating internal control recommendations, we obtain a thorough understanding of the specific circumstances at your LAFCO to provide a tailored, practical recommendation.
- Throughout the year we are a resource to our clients in providing accounting advice, researching technical questions, dealing with tax problems, and helping with other problems as they arise.

Audit Software - We utilize CaseWare audit software for electronic workpapers. We have the ability to accept audit documentation in either hard copy or electronic format. CaseWare allows us the ability to import trial balances that can be provided in either excel or a text document. Some of the benefits of using CaseWare trial balance software are as follows:

- We create our own lead sheets (i.e., analytical review comparison schedules). This limits the amount of time finance staff spends creating audit schedules. Our software automatically generates analytical review reports by account number for ease of analyzing significant fluctuations between fiscal years.
- We can link the financial statement schedules directly to the CaseWare trial balances. As a result, we can provide the LAFCO with financial statements almost immediately after receiving the trial balance from the LAFCO. Additionally, journal entries are easy to post to the financial statement schedules and the risk of data entry error is minimized.
- We can provide the LAFCO with reports showing the grouping of the financial statement schedules for ease of review by LAFCO staff.

Data Mining Software - We have a dedicated team of personnel trained to use special data mining software, IDEA. Our software uses source data from your accounting system to search for anomalies, such as duplicate or voided checks, cross-referencing vendor addresses with employee addresses, detecting accounting transactions recorded on the weekend, reviewing journal entry postings for unauthorized individuals. The IDEA software identifies specific transactions for the auditors to review for potential fraud or error.

Internal Control Evaluation - Our approach to evaluating internal controls involves observation and inquiry. We spend time with the personnel responsible for the accounting cycles to gain an understanding of the processes. We also carefully evaluate your policies and procedures. After our initial evaluation, we identify key controls in your processes and design test to evaluate the effectiveness of those processes. In the initial year of the audit, we will focus on the following accounting cycles:

- Billing and cash receipting
- Purchase and disbursements
- Payroll
- Investment and cash controls

In future years, we will review the accounting cycles noted above but also look at other processes such as credit card transactions, petty cash, inventory controls, offsite cash receipting, employee reimbursements, contract compliance, and other areas. Our goal is to modify our audit approach every year to further evaluate your internal controls.

Audit Stage	Procedures Performed
<p>Planning and inquiry</p>	<p>During the planning phase of the audit, we plan to perform the following procedures:</p> <ul style="list-style-type: none"> ✓ Meet with finance personnel to obtain an understanding of significant transactions during the year. ✓ Communicate with the Commission regarding fraud, compliance with laws, and any concerns they have regarding the finances of the LAFCO. ✓ Perform internal control evaluations as noted on the previous page. ✓ Determine materiality levels that will be used in selecting audit transactions. ✓ Perform a risk assessment to develop the audit plan for the year. ✓ Review minutes of LAFCO Commission meetings. ✓ Review important new contracts and agreements. ✓ Evaluate compliance with investments. ✓ Test purchase orders and contract management. ✓ Test a sample of cash disbursements to determine adherence to policies and internal controls. ✓ Perform a review of the organization’s information systems and controls. ✓ Perform compliance testing of federal grants, as necessary. ✓ Review the prior audited financial statements and provide feedback to LAFCO staff regarding best practices for financial reporting.
<p>Year-End Testing</p>	<p>After the books are closed and ready for audit, we will perform our year-end procedures which include the following:</p> <ul style="list-style-type: none"> ✓ We will confirm 100% of all cash and investment balances and test market values provided by your investment custodians. ✓ We will test for proper cutoffs of accounts receivable. ✓ We will test current liabilities and perform a search for unrecorded liabilities. ✓ We will test the balances of accrued payroll and employee related liabilities. ✓ Testing of actuarial valuations and calculations related to OPEB obligations and disclosures under GASB 75. ✓ Testing of actuarial valuations and calculations related to pension obligations and disclosures under GASB 68. ✓ Evaluation of claims and judgments payable. ✓ Testing of restrictions and classifications of net position. ✓ Test the reasonableness of interest income, realized, and unrealized gains/losses on investments. ✓ Analytically and substantively test revenues and expenses reported in the financial statements. ✓ We will incorporate an element of unpredictability every year that will focus on an audit area that is not typically considered a high or significant risk area such as petty cash, credit card purchases, new vendors, travel expenses, etc. <p>The aforementioned tests are only a few of the tests performed during the examination and by no means is it meant to be all inclusive. During the final stage of the audit, we will meet with Finance staff to review our audit findings and any adjusting journal entries.</p>
<p>Completion of the Audit and Preparation of Financial Statements</p>	<p>The nature and extent of the work required is dependent on our assessment of the likelihood of misstatements in the financial statements together with our conclusions from the planning and testing stages of the audit. All of the audit information is then used to reach a conclusion on whether the financial statements taken as a whole conform with generally accepted accounting principles.</p> <ul style="list-style-type: none"> ✓ We will review significant events after year-end. ✓ We will review attorney letters for significant legal matters. ✓ We will draft the basic financial statements. ✓ We will ensure accurate and complete disclosures in the notes to the financial statements. ✓ We will meet with the Commission to present the audit results, if requested.

Section F – Implementation of New GASB Pronouncements

The LAFCO will be required to implement the following accounting standards during the upcoming fiscal years. Part of our service to you includes consulting on these new auditing standards. A sampling of significant new GASB pronouncements planned or proposed for local governments are listed below:

GASB 84: Fiduciary Activities	GASB 87: Leases	GASB 94: Public Private and Public Public Arrangements	GASB 96: Subscription Based IT Agreements
<p>This statement establishes criteria for identifying fiduciary activities of all state and local governments. The statement describes four fiduciary funds that should be reported, if applicable: (1) pension trust funds, (2) investment trust funds, (3) private-purpose trust funds, and (4) custodial funds. We will work with the LAFCO to identify the activities required to be reported in these four fund types and provide transition guidance for the fiscal year ending June 30, 2021.</p>	<p>The objective of this statement is to better meet the information needs of the financial statement users by improving accounting and financial reporting for leases by governments. The standard will be effective for the fiscal year ending June 30, 2022.</p>	<p>The primary objective of this Statement is to provide guidance related to public-private and public-public partnership arrangements in which a government contracts with an operator to provide public services. This statement also provides guidance or accounting and financial reporting for availability payment arrangements in which a government compensates an operator for services in and exchange transaction. This standard will be effective for the fiscal year ending June 30, 2023.</p>	<p>The Statement provides guidance to governments on the accounting and financial reporting for subscription-based information technology arrangements. This Statement is effective for the fiscal year ending June 30, 2023.</p>

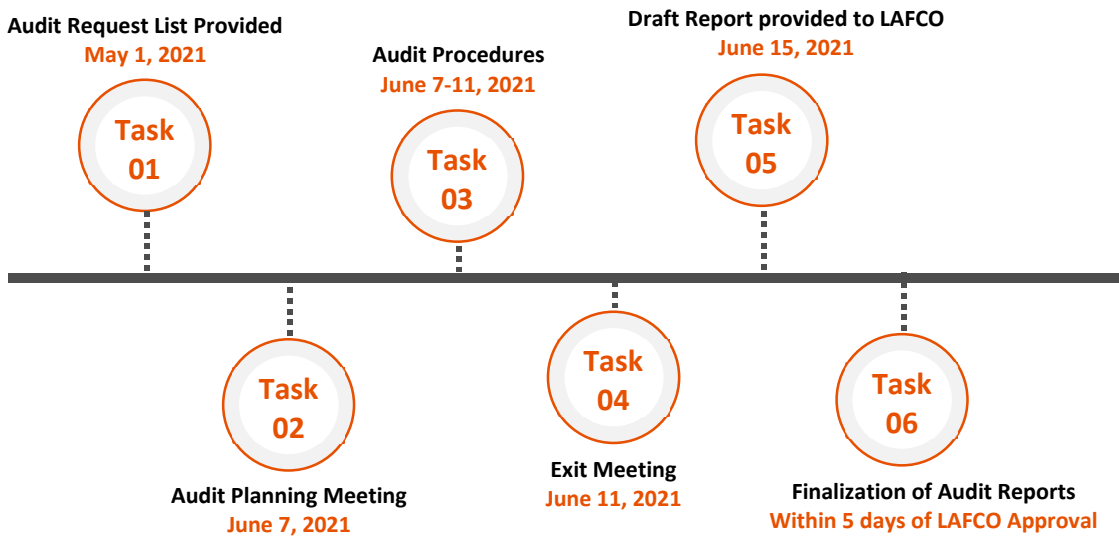
Section G – Scope of Work

Our understanding of the objectives and scope of the work to be performed is as follows:

- We will perform an audit examination of the financial statements of the Marin Local Agency Formation Commission for the fiscal year ending June 30, 2020, with optional extensions through 2024. Our examination will be conducted in accordance with generally accepted auditing standards, the AICPA Audit and Accounting Guide, Audits of State and Local Government Units, and the Government Auditing Standards issued by the Comptroller General of the United States. We will prepare the Basic Financial Statements. We will ensure that the report is prepared in conformity with the most recent edition of the GAAFR, the GAAFR Update, and subsequent GASB pronouncements.
- We will prepare a letter to the LAFCO Commission summarizing the audit results in accordance with the Codification of Auditing Standards Section 260.
- We will prepare a letter to the LAFCO Commission reporting matters dealing with internal control that meet the threshold of being a significant deficiency or material weakness, as defined by the Codification of Auditing Standards Section 265.

Section H – Proposed Timing of the Audit for FY 19/20

The following proposed timing is subject to the LAFCO’s revision and approval:



Section I – Segmentation of the Audit

The following is our estimate of the hours by professional classification required to perform the audit:

Classification	Hours	Percentage
<i>Partner</i>	10	13%
<i>Manager</i>	10	13%
<i>Audit Senior</i>	35	47%
<i>Staff Auditor</i>	20	27%
Total	75	100%



Section J – Cost Proposal

Our total all-inclusive maximum annual price for the fiscal years ending June 30, are as follows:

2020	\$7,250
2021	\$7,450
2022	\$7,675
2023	\$7,675
2024	\$7,675



APPENDIX



Shannon Ayala, CPA

Partner

Ms. Ayala is a Certified Public Accountant with seventeen years of audit experience, spending most of that time on audits for local governments in San Diego County. Ms. Ayala has performed financial statement audits of cities and special districts; grant specific audits of funds awarded by Federal, state, and county governments; Single Audits in accordance with Uniform Guidance, and compliance audits.

Employment History

- Davis Farr LLP – Since 2015
- National CPA Firm – 10 years
- Lennar Homes – 2 years

Education

- Bachelor of Science - Accounting (San Diego State University)

Licenses / Registrations

- California CPA Certificate No. 88126

Professional Affiliations & Awards

- American Institute of Certified Public Accountants
- California Society of Certified Public Accountants
- California Society of Municipal Finance Officers

AUDITS OF GOVERNMENTAL AGENCIES

- | | |
|--|--|
| ✓ City of Carlsbad | ✓ Rancho California Water District |
| ✓ City of Coronado | ✓ San Diego Local Agency Formation Commission |
| ✓ City of Del Mar | ✓ San Diego County Water Authority |
| ✓ City of Escondido | ✓ San Diego Association of Governments |
| ✓ City of Poway | ✓ Salton Sea Authority |
| ✓ City of San Marcos | ✓ San Dieguito River Park Joint Powers Authority |
| ✓ City of Santee | ✓ Sweetwater Authority |
| ✓ Imperial County Local Agency Formation | ✓ Vallecitos Water District |
| ✓ Leucadia Wastewater District | ✓ Rancho California Water District |



Jonathan Foster, CPA

Partner

Mr. Foster will serve as the Quality Control Reviewer on the engagement. He has 15 years of audit experience with government agencies. The types of audits Mr. Foster is involved in includes financial audits of cities and special districts and Single Audits in accordance with the Uniform Guidance. Mr. Foster is also a CAFR and Budget reviewer for the CSMFO award and is a regular presenter at firm wide training and external training events as requested. He was a featured speaker at the 2019 CSMFO conference in Palm Springs where he presented on *Capital Assets: Bridging the GAAP between Engineering and Finance*.

Employment History

- Davis Farr LLP – Since 2015
- National CPA Firm – 8 years

Education

- Bachelor of Accountancy (University of San Diego)

Licenses / Registrations

- California CPA Certificate No. 117853

Professional Affiliations & Awards

- American Institute of Certified Public Accountants
- California Society of Certified Public Accountants
- Cal CPA Government Audit & Accounting Committee
- California Society of Municipal Finance Officers

AUDITS OF CITIES

- | | |
|----------------------|----------------------------------|
| ✓ City of Avalon | ✓ City of Fontana |
| ✓ City of Commerce | ✓ City of Huntington Beach |
| ✓ City of Carlsbad | ✓ City of Indian Wells |
| ✓ City of Costa Mesa | ✓ City of Laguna Niguel |
| ✓ City of Dana Point | ✓ City of Rancho Santa Margarita |
| ✓ City of Delano | ✓ City of Santee |

AUDITS OF SPECIAL DISTRICTS AND AGENCIES

- | | |
|--|---|
| ✓ Big Bear Area Regional Wastewater | ✓ Soquel Creek Water District |
| ✓ Big Bear Community Facilities District | ✓ Ventura Regional Sanitation District |
| ✓ Cucamonga Valley Water District | ✓ San Bernardino Municipal Water Department |
| ✓ East Orange County Water Agency | ✓ San Diego Association of Governments |
| ✓ Irvine Ranch Water District | ✓ Santiago Aqueduct Commission |
| ✓ Placer County Water Agency | ✓ Saticoy Sanitary District |
| ✓ Trabuco Canyon Water District | ✓ West Basin Municipal Water District |



Diego Vanegas, CPA, CISA, CITP

Partner

Mr. Vanegas, CPA, CISA, CITP has over 16 years of progressive governmental accounting and audit experience, including extensive compliance audit experience for governmental and non-profit agencies. He has been involved in financial/compliance audits, internal control audits and assessments, operational/performance audits, and cost proposal analysis/price reviews for various governmental agencies. Mr. Vanegas has served in many capacities depending on the size and requirements of the engagements. He has participated in audits of federal agencies such as NSF, CMS, and CNCS, among others. Additionally, Mr. Vanegas has been involved in agreed-upon-procedures and audit engagements of state/local agencies. These engagements have often combined both financial and compliance aspects of the audit as well as Information Technology (IT). Furthermore, he has strong internal control audit experience through the performance of System and Organization Control examinations of the internal controls of service organizations, as well as knowledge of Government Auditing Standards, Office of Management and Budget (OMB) Circular A-87 and the Federal Acquisition Regulations (FAR).

Employment History

- Davis Farr LLP: Partner – January 1, 2018 – Present
- Davis Farr LLP: Manager – June 2015 – December 31, 2017
- Top 10 National CPA Firm – May 2005 - June 2015

Education

- Bachelor of Science in Business Administration, with an emphasis in Accounting (California State University - Los Angeles)
- Bachelor of Science in Computer Information Systems, with an emphasis in Business Systems (California State University - Los Angeles)

Licenses / Registrations

- CA CPA Certificate No. 113040
 - Certified Information Systems Auditor
 - Certified Information Technology Professional, No. 3298
-



Jeffrey Olinarez, CPA

Manager

Mr. Olinarez has five years of audit experience, spending the majority of that time on audits for non-profits, and federal and local government engagements. The types of audits Mr. Olinarez has been involved in include: financial audits of non-profits, cities and special districts; grant specific audits of funds awarded by Federal, state, and county governments; Single Audits in accordance with OMB Circular A-133; and Federal compliance audits.

Employment History

- Davis Farr LLP: July 2016-current

Education

- Bachelor of Science in Accounting
Azusa Pacific University

Licenses / Registrations

- CA CPA Certificate No. 140993

AUDITS OF LOCAL AND FEDERAL GOVERNMENTS

- ✓ City of Mission Viejo
- ✓ City of Poway
- ✓ City of Santee
- ✓ City of Victorville
- ✓ City of Woodland
- ✓ County of San Diego
- ✓ Special Inspector General for Afghanistan Reconstruction

AUDITS OF NON-PROFITS

- ✓ City of Woodland

Makaylyn Tallman

Audit Senior

Ms. Tallman has two years of audit experience, spending the majority of that time on audits for non-profits, and federal and local government engagements. The types of audits Ms. Tallman has been involved in include: financial audits of non-profits, cities and special districts; grant specific audits of funds awarded by Federal, state, and county governments; Single Audits in accordance with OMB Circular A-133; and Federal compliance audits.

Employment History

- Davis Farr LLP: July 2018-current

Education

- Bachelor of Science in Accounting
University of Nevada, Reno
-

AUDITS OF SPECIAL DISTRICTS

- | | |
|------------------------------------|---|
| ✓ Eastern Municipal Water District | ✓ San Diego County Water Authority |
| ✓ Imperial County LAFCO | ✓ San Diego Geographic Information Source |
| ✓ Placer County Water Agency | ✓ San Dieguito River Park Valley JPA |
| ✓ Rancho California Water District | ✓ Santa Rosa Regional Resources Authority |

AUDITS OF LOCAL & FEDERAL GOVERNMENTS

- | | |
|---------------------|--|
| ✓ City of Carlsbad | ✓ Centers for Medicare and Medicaid Services |
| ✓ City of Delano | ✓ County of San Diego |
| ✓ City of Encinitas | |
| ✓ City of Poway | |
| ✓ City of Santee | |

AUDITS OF NON-PROFITS & OTHER

- | | |
|---|------------------|
| ✓ Family YMCA of the Desert | ✓ Palmetto - SOC |
| ✓ San Diego Children's Discovery Museum | |



Report on the Firm's System of Quality Control

Davis Farr LLP

Irvine, California;

and the Peer Review Committee of the California Society of CPAs

We have reviewed the system of quality control for the accounting and auditing practice of Davis Farr LLP (the firm) in effect for the year ended May 31, 2019. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including a compliance audit under the Single Audit Act, and examination of a service organization (SOC 1, Type 2 Report).

As part of our peer review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

CPAs ■ Advisors

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 gyl@gylcpa.com
 www.gylcpa.com



Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Davis Farr LLP in effect for the year ended May 31, 2019, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. Davis Farr LLP has received a peer review rating of *pass*.

GYL LLP

Ontario, California
September 23, 2019



DavisFarr
CERTIFIED PUBLIC ACCOUNTANTS



Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

AGENDA REPORT

April 8, 2021
Item No. 9 (Business)

TO: Local Agency Formation Commission

FROM: Jason Fried, Executive Officer
(On behalf of Committee Chair Kious, Member Arnold, and Member Coler)

SUBJECT: Review and Approval of Work Plan for Fiscal Year 2020-2021

Background

Since current staff has started, the Commission has held workshops to look at the following year's work plan. Given the work done by the Commission in the last couple of years, it was decided by the Commission not to do that this year. This means the responsibility falls to the Budget and Work Plan Committee to create a work plan for the Commission to approve. At the Committee's March 8, 2021 meeting, they approved the attached work plan.

Past practice is to have our work plan be a living document that changes as needed so items can be added or changed as needed. In some cases, LAFCo may complete an item on this list prior to the end of the current fiscal year, such as approval of the Flood Zone 1 MSR, but think it best to keep all items listed in one spot. As such, the Committee approved a work plan for review that covers the bigger items being worked on.

In drafting the current work plan, the Committee started with items that remain from the FY 20-21 work plan, then added new items so we have a complete list of items to be working on. The main additions to the work plan are the new working groups that have been added by recent MSRs along with some smaller projects LAFCo is looking to do.

Staff Recommendation for Action

1. Staff Recommendation – Approval of the attached work plan for Fiscal Year 2021 - 2022.
2. Alternate Option - Do not approve the work plan and give staff instruction on what the Commission would like to do.

Attachment:

1. Work plan for FY 2021-2022

Administrative Office

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County of Marin

Judy Arnold, Regular
County of Marin

Dennis Rodoni, Alternate
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Sashi McEntee, Chair
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Town of Fairfax

James Campbell, Alternate
City of Belvedere

Craig K. Murray, Vice Chair
Las Gallinas Valley Sanitary

Lew Kious, Regular
Almonte Sanitary District

Tod Moody, Alternate
Sanitary District #5

Larry Loder, Regular
Public Member

Chris Skelton, Alternate
Public Member

Project	Responsible for work	Basic Description	Status
Personnel Handbook	Policy and Personnel Committee	In FY 19-20 the Commission completed a total rewrite of the handbook. There may be some changes needed once the County has completed the handover of benefits administration.	Staff is monitoring this and will make suggested changes to the Committee for review.
Flood Zone 1 MSR	Staff	Supplemental MSR for Novato region.	Final draft to be presented at April 2021 meeting
Twin Cities Area MSR	Staff	MSR for region.	Public Draft to be presented at April 2021 meeting with Final draft to be presented at June 2021 meeting
Western Marin Area MSR	Staff	MSR for region.	Staff has started research into this MSR with draft expected in spring of 2022
Golden Gate Area MSR	Staff	MSR for region.	Will be started once Western Marin MSR draft is released in spring of 2022
Countywide Fire Study	Commissioner McEntee and Staff	To do a phased review of fire services in Marin County.	Phase 1 research is almost complete.
Countywide Police Study	TBD	TBD	Once fire study is complete this will be revisited
SQVSMD consolidation with RVSD	Staff	Based on the Central Marin Wastewater MSR, work with district staff on the possibility of consolidating services with RVSD.	Working group is working on deal with a few complex legal issues but getting closer to resolving. Once legal issues are addressed process will proceed.
County of Marin transfer of support services to LAFCo	Staff	County has been the provider of some back office services, such as HR and payroll, for LAFCo for many years. In 2016, the County started a process to stop providing those services and now LAFCo must have alternate ways to have those services provided.	Payroll has been completely transferred over and now the County is starting to transfer benefits administration one benefit at a time.

Project	Responsible for work	Basic Description	Status
San Rafael Area Fire Working group	Staff	Based on San Rafael Area MSR the concept of merging fire services was mentioned. This working group will determine if it is possible and in the best interest of the public and all agencies providing services.	There had been a pause to this working group in 2020 but group has started meeting again.
Boundary Change for CSA 18	Staff	Based on San Rafael Area MSR, the boundaries of the CSA need to be adjusted.	County staff and the advisory board have generally agreed on new boundaries for CSA 18 and are now working on the creation of the legal description and map for the new boundaries. Once that is complete they will officially submit the application.
Property Tax Review For Special Districts	Staff	This is a low level item for staff to work on. Currently when parcels are annexed into a district they get zero of the current ad valorem so staff will research if there are options, without changing the Master Tax Exchange Agreement, for district to get additional revenue to cover the cost of service that they get from current parcels from the 1% ad valorem.	Will be worked on as time permits.
Southern Marin Fire reorganization with neighboring departments	Staff	Staff has been invited by Southern Marin FPD to join a working group that is looking at ways to either consolidate services or merge departments.	Staff is attending meetings and will update the Commission as needed.

Project	Responsible for work	Basic Description	Status
Strawberry Recreation District Reorganization Working Group	Staff	Staff identified in Tiburon Peninsula MSR that SRD has dredging services that are an activity that State Government Code does not explicitly give to a recreation district. SRD and the County, with LAFCo help, are working to see if a CSA can be created to cover those services	The area SRD dredges is a year or two away from its next dredge so this item will not officially be addressed until after that dredging occurs but will work towards determining what is the best change, if any, that should occur so it is ready to occur once dredging is completed.
Paradise Drive Working Group	Staff	As identified in the Tiburon Peninsula MSR, Paradise Drive goes through areas that are both incorporated and unincorporated as multiple unincorporated islands exist along it. The road itself does not reflect the parcels around it as far as which jurisdiction it is in.	Working group has started
Angel Island Fire Service Working Group	Staff	There are two different, but similar, issues around fire services. One is, while Angel Island falls into CSA 31 service area, Tiburon FPD actually provides those services but does not get reimbursed for those services. Second is the Town of Tiburon pays to the State Parks an annual fee to cover fire protection cost but the Town offers no fire protection services.	Working group has started
Tiburon Fire Protection District OSA with Belvedere Working Group	Staff	As identified in the Tiburon Peninsula MSR, the City of Belvedere currently has an OSA with the TFPD to cover services. In the MSR staff suggests that TFPD boundaries should be extended to cover Belvedere.	Working group has started

Project	Responsible for work	Basic Description	Status
Ross Valley Fire Working Group	Staff	As identified in the Upper Ross Valley MSR currently fire services are provided by a JPA in the region. There is a desire to see if there a different model that would work for the area.	Ross Valley Fire JPA members have asked that this working group start after they deal with some immediate issue. Likely this group will start meeting spring/summer of 2021.
Shared Services Workshop	Commissioner McEntee and Staff	A half day workshop is planned for April 29, 2021 to talk about how local agencies can share services throughout Marin County agencies	Currently planning for the workshop and depending on interest may plan for future workshops.
Digital Library	Staff	Staff has learned how to make current documents ADA compliant and is looking to add more information to the website for application and resolutions to make it easier for the public access documents from us.	While new items will be created and added to this new library as time permits we will slowly go back and add older items as well.
Disadvantaged Unincorporated Communities	Staff	In 2019 the Commission established an Ad-Hoc committee to review DUC's in Marin County. It was determined based on CKH that Marin City was the only place that qualified as a DUC. Other government bodies have different definitions. Since it was so close to the 2020 census the Commission decided not to take any further action but wait for the 2020 census to re-review this issue.	Once 2020 census data is released staff will review and report to the Commission and then Commission can decide if further discussion is needed.



Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

AGENDA REPORT

April 8, 2021

Item No. 10 (Business)

TO: Local Agency Formation Commission

FROM: Olivia Gingold, Clerk/Jr. Analyst

SUBJECT: Retiring of Commissioner Chris Skelton
Commendation of the Marin Local Agency Formation Commission honoring Chris Skelton on the occasion of his retirement from Marin LAFCo.

Background

The Commission will recognize the contributions of Commissioner Chris Skelton whose service began in May 2017 as the Alternate Public Member.

Mr. Skelton dedicated much of his time and effort to furthering the goals of Marin LAFCo and he will surely be missed.

Staff Recommendation for Action

1) Staff recommendation – Approve and present Commissioner Skelton with the attached Resolution.

Attachment:

1. Resolution

RESOLUTION OF COMMENDATION

FOR

CHRIS SKELTON

BY THE MARIN LOCAL AGENCY FORMATION COMMISSION EXPRESSING ITS GRATITUDE FOR HIS SERVICE

***WHEREAS** Chris Skelton served the citizens of Marin County from May 2017 to May 2021, as the Alternate Public Member of the Marin Local Agency Formation Commission; and*

***WHEREAS** during his service as Alternate Public Member of this Commission, Chris Skelton's dedicated sense of responsibility toward the people of Marin County and the mission of the Marin Local Agency Formation Commission contributed greatly to the effectiveness of this Commission; and*

***WHEREAS** his ability to take the measure of a public issue from competing points of view and sum up central issues with clarity and plain-spoken analysis; and*

***WHEREAS** a member of this Commission, Chris Skelton earned the respect of his colleagues, representatives of other public agencies, and the general public due to the keen sense of objectivity, integrity, and humanity with which he discharged his responsibilities; and*

***WHEREAS** his work with the Local Agency Formation Commission has provided the public of Marin County with excellent representation; and*

***WHEREAS** his contributions have been thoughtful, intelligent, and offered with excellent judgement; and*

***NOW, THEREFORE, BE IT RESOLVED** that the members of this Commission, wish to express their deep appreciation and sincere thanks for Chris Skelton's service on the Marin Local Agency Formation Commission and lasting contributions to the people of Marin County.*

***PASSED AND ADOPTED** by the Marin Local Agency Formation Commission on this 8th day of April, 2021.*

Sashi McEntee, Chairperson

Attest:

Jason Fried, Executive Officer



Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

AGENDA REPORT

April 8, 2021

Executive Officer Report – Section A

TO: Local Agency Formation Commission

FROM: Jason Fried, Executive Officer

SUBJECT: Budget Update FY 2020-2021

Background

Marin Local Agency Formation Commission (LAFCo) adopted a budget for FY 2020-2021 totaling \$566,577.88. From July 1, 2020, through March 31, 2020, LAFCo has spent \$364,582.79. This report covers 9 months, which is about 75% of the year. We have spent about 65% of our budget this year.

As previously reported only two items (Line items 15 and 30) are substantially over the 75% threshold. Both items cover areas where we make large annual payments and both items should stay the same for the rest of the year.

The other line currently above the 75% amount spent is the Professional Services (Line 55). This is because we have fully paid for our FY 18-19 audit work so by years end should be below our budget for that line item since audit services counts for about 40% of our budget for this line item.

No action needed on this item.

Attachment:

- 1) FY 2020-2021 Budget Reports as of 3/29/2021

Administrative Office

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1401 Los Gatos Drive, Suite 220
San Rafael, California 94903
T: 415-448-5877 E: staff@marinlafco.org
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Las Gallinas Valley Sanitary

Lew Kious, 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

20/21 BUDGET REPORT

03/29/21

July 2020 through June 2021

Accrual Basis

	Jul '20 - Jun 21	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4700000 · Prior Year Carryover	63,007.60	63,007.60	0.00	100.0%
4710510 · Agency Contributions	503,570.28	503,570.28	0.00	100.0%
Total Income	566,577.88	566,577.88	0.00	100.0%
Expense				
Services and Supplies				
05 · Commissioner Per Diems	4,500.00	10,000.00	-5,500.00	45.0%
10 · Conferences	0.00	5,000.00	-5,000.00	0.0%
15 · General Insurance	7,032.73	8,000.00	-967.27	87.9%
20 · IT & Communications Services	10,250.65	16,000.00	-5,749.35	64.1%
25 · Legal Services	24,691.90	45,000.00	-20,308.10	54.9%
30 · Memberships & Dues	13,497.91	13,000.00	497.91	103.8%
35 · Misc Services	766.90	2,000.00	-1,233.10	38.3%
40 · Office Equipment Purchases	1,992.48	4,139.00	-2,146.52	48.1%
45 · Office Lease/Rent	25,131.15	33,588.88	-8,457.73	74.8%
50 · Office Supplies & Postage	1,600.23	4,000.00	-2,399.77	40.0%
55 · Professional Services	16,201.40	20,000.00	-3,798.60	81.0%
60 · Publications/Notices	598.46	3,000.00	-2,401.54	19.9%
65 · Rent - Storage	403.00	650.00	-247.00	62.0%
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%
Total Services and Supplies	106,666.81	169,577.88	-62,911.07	62.9%
Salary and Benefit Costs				
5110109 · Salaries	209,594.07	307,000.00	-97,405.93	68.3%
5130120 · County of Marin - Group Health	22,304.18	45,000.00	-22,695.82	49.6%
5130500 · MCERA / Pension	26,608.63	39,000.00	-12,391.37	68.2%
5130525 · Retiree Health	0.00	6,000.00	-6,000.00	0.0%
Total Salary and Benefit Costs	258,506.88	397,000.00	-138,493.12	65.1%
Total Expense	365,173.69	566,577.88	-201,404.19	64.5%
Net Ordinary Income	201,404.19	0.00	201,404.19	100.0%
Other Income/Expense				
Other Income				
4410125 · Interest Earnings	3,187.73			
4640333 · Fees for Services	8,597.99			
Total Other Income	11,785.72			
Other Expense	1,057.16			
Net Other Income	10,728.56			
Net Income	212,132.75	0.00	212,132.75	100.0%



Marin Local Agency Formation Commission

Regional Service Planning | Subdivision of the State of California

AGENDA REPORT

April 8, 2021

Executive Officer Report – Section B

TO: Local Agency Formation Commission

FROM: Olivia Gingold, Clerk/Junior Analyst

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.

LAFCo has received one new application since the last Commission meeting in February for 345 Highland Avenue (File #1354) which is in its 30-day review process. One application is being considered at today's Commission meeting, the annexation of 1499 Lucas Valley Road (File #1353) . More information on LAFCo File # 1353 can be found as part of the packet for Agenda Item #3.

Attachment:

1) Chart of Current and Pending Proposals

Administrative Office

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Public Member

Chris Skelton, Alternate
Public Member

Current and Pending Proposals

LAFCo File #	Status	Proposal	Description	Government Agency	Latest Update
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 12/12/21
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	In October 2020, applicant connected to the sewer line. Applicant is in conversation with LAFCo to proceed with a permanent application.
1353	On Today's Agenda	Annexation of 1499	Landowner (Michael J. Stone) requesting annexation approval of 1499 Lucas Valley Road to MMWD. This property has been serviced by Marin Municipal Water District since 1997 without ever being annexed into the district. The affected territory is approximately 8.979 acres in size and is zoned as Single Family Residential improved with 2 living units.	Marin Municipal Water District	30-day review was completed and application is on today's agenda for approval.
1354	In 30-day review period.	Annexation of 345 Highland Ave.	Landowners Jennifer and Robert Andrews (applicant) submitted an application for the annexation of 345 Highland Avenue to SRSD. The parcel is approx. .98 acres and has a failing septic that necessitates their annexation to SRSD.	San Rafael Sanitation District	Application has been received and started 30-day review period.
	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.

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1350	Completed	Dissolution of Inactive District	CSA 23 applying for dissolution following notification of inactive district from State Controller's Office in November 2020. This district has made no money and had no activity since the 1990's. The SCO's findings are consistent with past Marin LAFCo MSR findings.	CSA 23	Item has been completed
1351	Completed	Dissolution of Inactive District	CSA 25 applying for dissolution following notification of inactive district from State Controller's Office in November 2020. This district has made no money and had no activity since the 1990's. The SCO's findings are consistent with past Marin LAFCo MSR findings.	CSA 25	Item has been completed
1352	Completed	Annexation of 2000 Point San Pedro Road	Landowner (Brendan Hickey) requesting annexation approval of 2000 Point San Pedro Road is in incorporated San Rafael and is looking to connect to the sewer. The territory is approximately 1.9 acres in size and currently undeveloped with plans to build a single family residence.	San Rafael Sanitation District	Item has been completed
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.

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1349	Withdrawn	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	Withdrawn 8/13/20