

County of Marin *Budget-in-Brief* 2015-2016



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Marin County Board of Supervisors

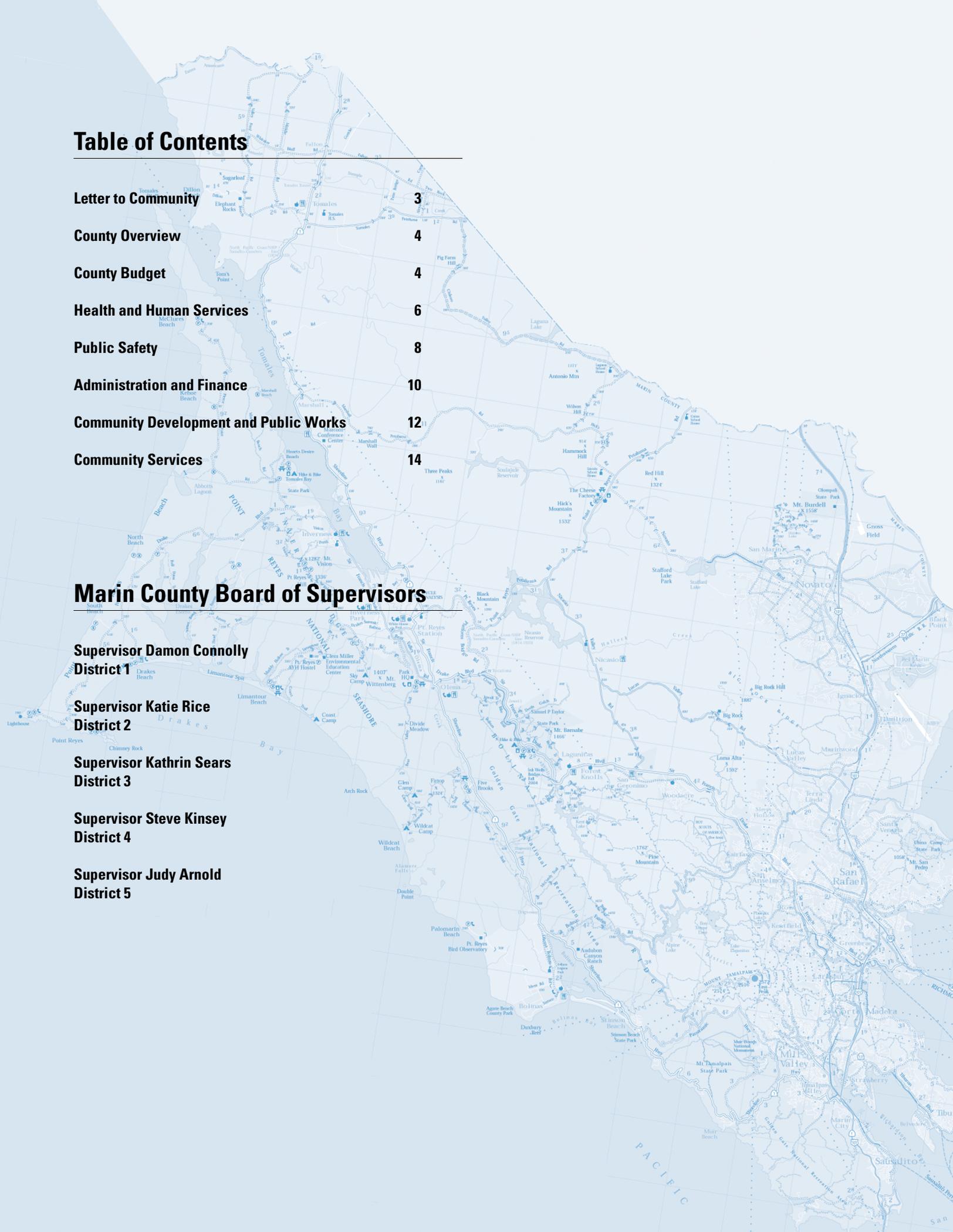
Supervisor Damon Connolly
District 1

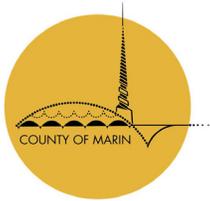
Supervisor Katie Rice
District 2

Supervisor Kathrin Sears
District 3

Supervisor Steve Kinsey
District 4

Supervisor Judy Arnold
District 5





Dear Marin County Community Members:

I am pleased to present our FY 2015-16 Budget-In-Brief. This document provides a summary of our budget for the fiscal year beginning July 1, 2015 and ending June 30, 2016. The budget is balanced and structurally sound. Including all funds in FY 2015-16, the \$519.4 million budget includes \$8 million in one-time appropriations for high priority needs and is 6.1 percent greater than the past year's budget largely due to increased federal and state funding, as well as increased local property tax revenues. The General Fund budget, which funds most County services, totals \$414 million and is 5.4 percent greater than the prior year. This budget also includes approximately \$12 million in discretionary contributions to a retiree health trust to reduce our unfunded retiree health obligations.

We must also continue to stay ahead of the curve. Despite our improved fiscal outlook, there are significant emerging needs that we need to address over the next five years. As a community, we have achieved excellent outcomes, including: having the second lowest poverty level in the state; lowest level of violent crime; a number one ranking in state health outcomes; highest available bond rating; and the highest voter turnout. Over the next few years, we will need to update our technology to provide resident and employee self-service; invest in road and bridge infrastructure; address gaps in health, education and employment outcomes; continue to reduce retiree liabilities; and prepare for a new workforce in the years ahead.

I would like to express my sincere appreciation to all of our employees and department heads, whose leadership, sacrifice and teamwork effectively allowed the County to live within our means while maintaining a high level of service to our community.

I invite you to visit marincountyca.opengov.com/transparency for more detailed budget information year round or www.marincounty.org to learn more about the services County government provides and how you can get involved. Consider volunteering through the Civic Center volunteers program, participating on an advisory board or commission, or attending a Board of Supervisors meeting.

Sincerely,

Katie Rice
President, Marin County Board of Supervisors

The mission of the County of Marin is to provide excellent services that support healthy, safe and sustainable communities; preserve Marin's unique environmental heritage; and encourage meaningful participation in the governance of the County by all.

FY 2015-16 BUDGET OVERVIEW

Our goal in preparing the FY 2015-16 budget was to practice the same financial discipline in good times that we did during the economic downturn. We see the improved economy as an opportunity to focus on long-term trends, maintain current service levels, pay down our unfunded retiree obligations, increase investments in road and facility infrastructure and set aside reserves for future uncertainties.

Overall, the budget is increasing by approximately six percent. Increased state and federal funding have enabled the county to expand services for mental health and healthcare.

Although property tax revenues have continued to increase, they are nearly fully offset by increases in our cost of doing business. In particular, we have seen significant increases in the cost of workers' compensation insurance as legislative changes have increased the County's financial exposure to future job-related injuries. In addition, the Marin County Employees' Retirement Association Board voted to reduce the future earnings assumption from 7.50 percent to 7.25 percent and also implemented updated actuarial tables reflecting longer expected lifespans for our retirees. Both of these actions resulted in increased annual employer pension costs.

LONG-TERM RETIREE LIABILITIES

The County continues to make progress on reducing pension and retiree health liabilities. Over the past three years, the County reduced its unfunded retiree liabilities by more than \$233 million due to strong investment earnings and over \$75 million in accelerated payments. This budget contains an additional \$14 million beyond our required payments to reduce both pension and retiree health liabilities. The implementation of the California Public Employees' Pension Reform Act of 2013 (PEPRA) is expected to further reduce County costs over time. In addition, the County established a retiree health trust in 2013. Investing funds in this trust is generating savings and will reduce costs to taxpayers, allowing the County to fully pay for its retiree health liabilities over the next 30 years; something few local governments can claim.

LOOKING AHEAD

Just as we planned our response to the greatest recession since the Great Depression, we need to look ahead and address the emerging issues that will affect our community. We must remain open to new and better ways of achieving our vision of a safe, healthy and sustainable community.

Equity Gaps in Health, Education and Employment: The County ranks highest in California in health and life expectancy, unemployment is the second lowest in the state, and median income is the highest. However, within the County there are differences among our communities that require greater focus. Over the next year, departments will develop initiatives to address early childhood education, access to healthcare, job training and affordable housing.

Investing in our Public Infrastructure: Maintaining infrastructure for all modes of public mobility is an essential service and affects nearly every county resident. Although recent investments have increased our Pavement Condition Index from 49 to 60, we will need to increase our annual spending to maintain the current conditions. The County also owns 44 buildings and many are more than 20 years old and in need of significant rehabilitation. In particular, the Civic Center roof and the Woodacre Fire Station will require substantial up-front investments to remain structurally sound.

Changing Workforce and Technology: The services we provide to the community contribute greatly to the high quality of life we enjoy. To maintain and enhance the quality of life for our community, we need to ensure that we are effectively responding to our future challenges and opportunities. Over the past year, County employees have been engaged in the creation of a Five Year Business Plan that identifies strategies to respond to the expected retirements of one in three employees over the next five years and will identify technology investments so that the County can meet the rapidly changing expectations for modern customer service practices.

Where Does County Funding Come From?

39% Tax Revenue from property taxes, sales and use taxes and special assessments. The County receives 19% of all collected property taxes and distributes the remaining portions to schools, cities, special districts and redevelopment agencies

35% Federal and State Funding for mandated services including public assistance (welfare, food stamps, etc.), health and medical care, public safety, and other services

7% Charges for Services Revenue generated by County fees for park facilities, election services, land surveying, and other services

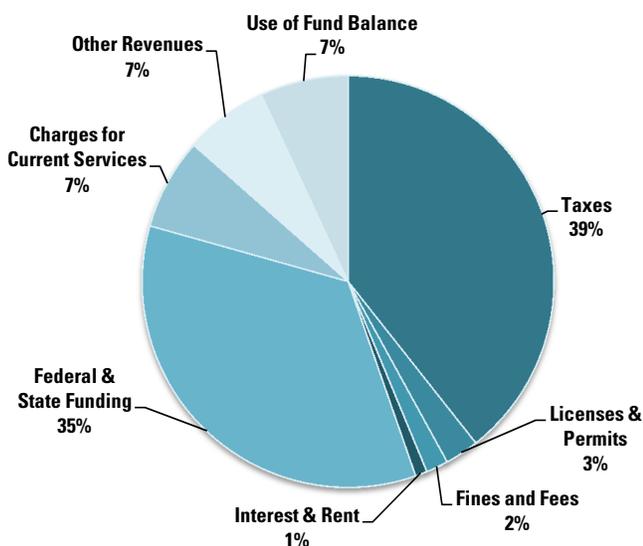
7% Fund Balance Funding from carryover savings from the prior year's budget

7% Other Revenues Miscellaneous grants and reimbursements

3% Licenses and Permits Sale of business licenses, franchise fees, permit fees and other fees

2% Fines and Fees Vehicle code fines, Court and miscellaneous fines, and penalties assessed by County departments

1% Interest and Rent Earnings on bank deposits, rental fees, and depreciation charges for County assets



FY 2015 -16 Total County Revenues \$519.4 Million

How is County Funding Spent?

34% Health and Human Services "Safety net" services to address the health and welfare needs of residents

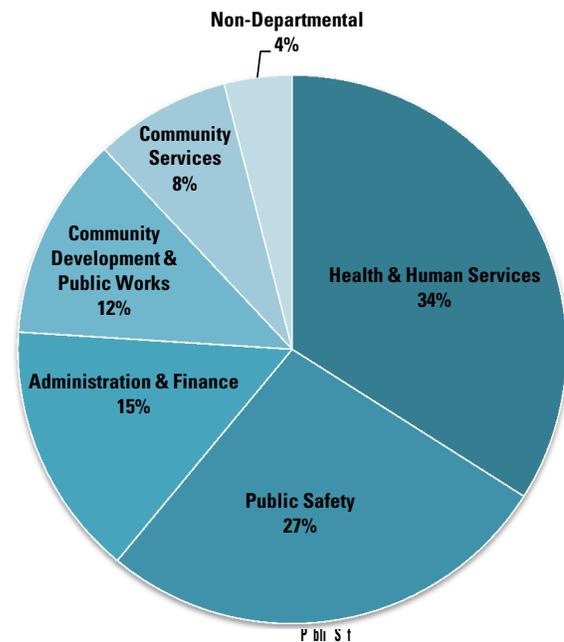
27% Public Safety Law enforcement, crime prevention, wildfire prevention, emergency preparedness, and criminal justice functions

15% Administration and Finance Internal support services to County departments and countywide management

12% Community Development and Public Works Land use planning, maintenance of County infrastructure, and sustainability programs

8% Community Services "Quality of Life" resources and services such as parks, libraries, cultural facilities, and agricultural support

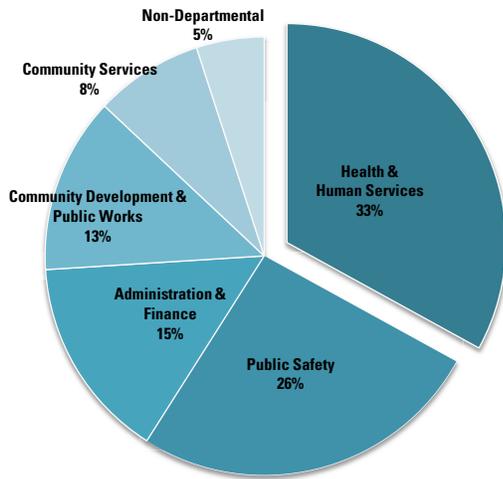
4% Non-Departmental Countywide contracts, capital projects for County infrastructure, and other nondepartment services



FY 2015-16 Total County Expenditures \$519.4 Million



Youth Ecology Program



**FY 2015-16 Total County Operating Budget \$519.4 Million
Health and Human Services \$175.6 Million**

Introduction

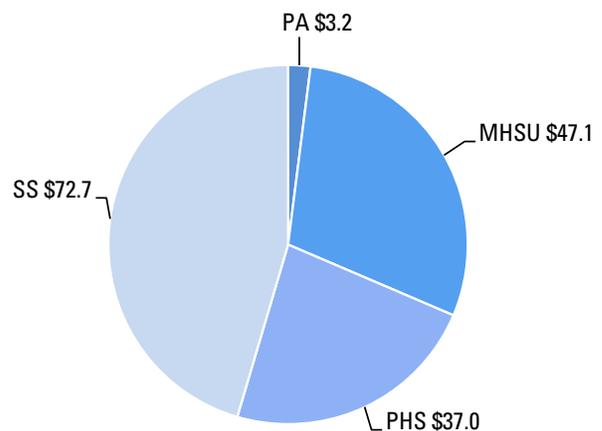
The Health and Human Services Service Area (HHS) includes four divisions within the Department of Health and Human Services that deliver, coordinate, and administer a range of federal, state, and local programs that address the county's health and welfare needs.

Health and Human Services Divisions:

- **Planning and Administration [PA]:** Provides overall department administration, policy planning, development and management, personnel administration, information technology services and fiscal operations
- **Public Health Services [PHS]:** Includes a variety of services targeted at preventing and addressing public health problems in Marin County
- **Mental Health and Substance Use Services [MHSU]:** Offers age, linguistically and culturally competent mental health services to adults, children, and youth throughout the county
- **Social Services [SS]:** Administers public assistance programs, the California Work Opportunity and Responsibility to Kids (CalWORKs) employment and training program, as well as the Workforce Investment Act (WIA) employment and training program, among others. In FY 2012-13, a wide variety of services and assistance to older adults and disabled persons, formerly under the Division of Aging and Adult Services, was merged under Social Services.



Health and Human Services Staff at Health Fair



**FY 2015-16 Health and Human Services Department
Expenditure Breakdown \$175.6 Million**

HEALTH AND HUMAN SERVICES BUDGET SUMMARY

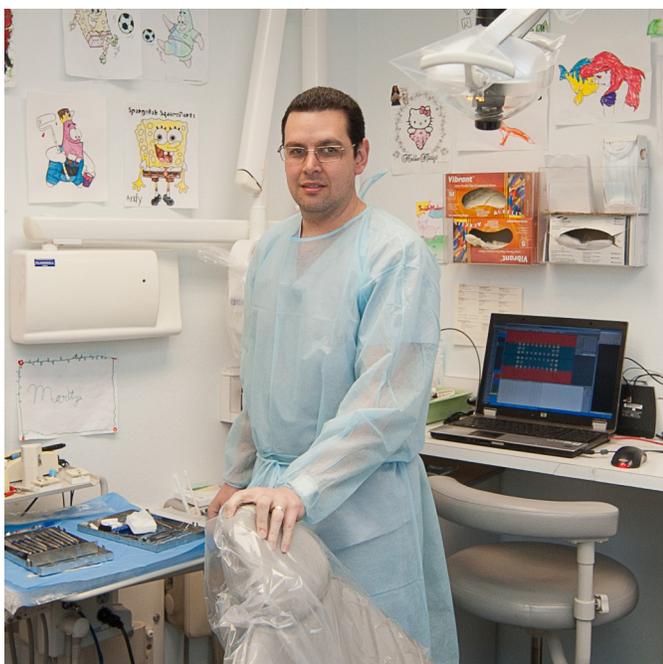
All Funds	FY 2015-16 Allocated Positions	FY 2013-14 Approved	FY 2014-15 Approved	FY 2015-16 Proposed	FY 2015-16 Change
Division Expenditures					
Planning and Administration	65.75	\$3,826,763	\$3,163,229	\$4,882,337	\$1,719,108
Mental Health and Substance Use Services	135.34	\$45,958,707	\$47,129,771	\$57,490,110	\$10,360,339
Public Health Services	108.43	\$36,115,750	\$37,014,959	\$35,573,430	(\$1,441,529)
Social Services	323.25	\$64,663,210	\$72,729,472	\$77,676,963	\$4,947,491
Total Service Area Expenditures	632.78	\$150,564,430	\$160,037,431	\$175,622,840	\$15,585,409



Aging Services



Family Getting Flu Shot



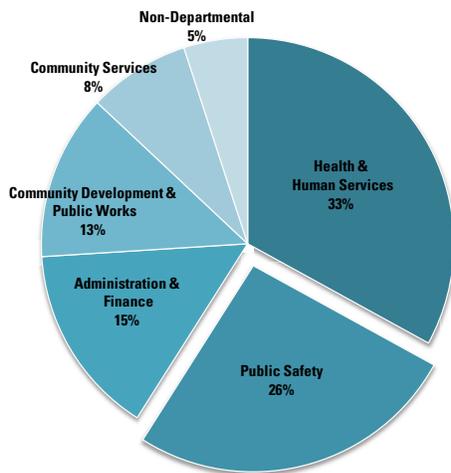
Dental Clinic

Highlights of Accomplishments FY 2014-15

- Continued growth in Medi-Cal enrollments associated with Affordable Care Act (ACA) implementation
- Experienced 119% increase in clients reporting being Medi-Cal beneficiaries at admission to substance use treatment/detoxification services
- Continuation of Community Advisory Board for public assistance programs
- Improved partnerships with community partners, most notably the Marin Community Clinic and San Francisco Marin Food Bank
- Saw 40% reduction in the average narcotic painkiller dose in 2015 versus 2013 in Marin Medi-Cal population
- Launched the first phase of the Aging Action Initiative
- Reduced chronic homelessness by a) creating over 50 permanent housing beds through conversion from transitional housing programs; b) launching a housing help desk to assist homeless find landlords who accept housing subsidies; and c) launching the Case Support Forum to assist case managers resolve barriers to housing



Interdepartmental Emergency Training Exercise



FY 2015-16 Total County Operating Budget \$519.4 Million
Public Safety \$141 Million



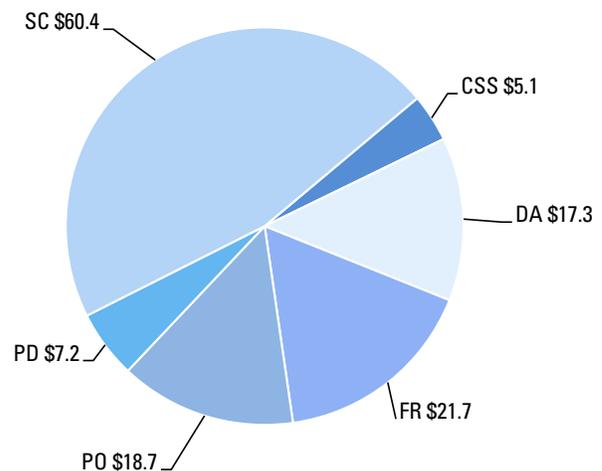
Firefighter in the field

Introduction

The Public Safety Service Area ensures safe communities throughout Marin County. Programs and services include law enforcement and crime prevention, wildfire prevention, emergency preparedness, and criminal justice.

Public Safety Departments:

- **Child Support Services [CSS]:** Funded by the federal and state governments, primary responsibilities include establishing and enforcing paternity and child support orders
- **District Attorney [DA]:** Acts as the public prosecutor responsible for attending the courts and conducting all prosecutions for public offenses on behalf of the people
- **Fire [FR]:** Provides numerous services including fire control and prevention, hazardous materials response, urban search and rescue and general emergency response
- **Probation [PO]:** Core functions include providing supervision and treatment to adults and juveniles under court-ordered probation and managing the County of Marin's Juvenile Hall facility
- **Public Defender [PD]:** Provides legal representation for indigent persons charged with felony, misdemeanor, juvenile and family support crimes, as well as for indigent persons against whom County Counsel seeks mental or disability commitments, conservatorships and dependency declarations
- **Sheriff - Coroner [SC]:** Serves as the lead County law enforcement agency providing services including patrol and investigations, court security, county jail operations, and management of the emergency operations center, and investigating the cause and manner of all sudden or unexpected deaths within the county, or natural deaths where the person has not been seen under the close care of a physician



FY 2015-16 Public Safety
Expenditure Breakdown \$141 Million

PUBLIC SAFETY BUDGET SUMMARY

All Funds	FY 2015-16 Allocated Positions	FY 2013-14 Approved	FY 2014-15 Approved	FY 2015-16 Recommended	FY 2015 -16 Change
Department Expenditures					
Child Support Services	31.62	\$5,115,929	\$5,137,943	\$5,202,524	\$64,581
District Attorney	81.00	\$16,438,690	\$17,327,486	\$17,764,129	\$436,643
Fire	86.14	\$20,451,924	\$21,668,489	\$22,661,178	\$992,689
Probation	111.97	\$17,798,469	\$18,659,310	\$21,187,403	\$2,528,093
Public Defender	37.50	\$7,105,515	\$7,238,166	\$7,432,893	\$194,727
Sheriff - Coroner	309.30	\$58,341,390	\$60,384,374	\$66,790,639	\$6,406,265
Total Service Area Expenditures	657.53	\$125,251,917	\$130,415,768	\$141,038,766	\$10,622,998



Youth Court Participants



New Jail Bakery



National Police Week Ceremony



Office of Emergency Services: 2014 Storm

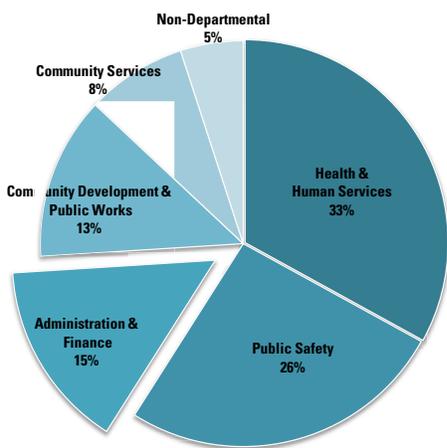
Highlights of Accomplishments FY 2014-15

- Child Support Services was ranked in the top five highest performing local child support agencies in California for the fourth year in a row
- Marin County Fire was awarded over \$1 million in grant funding for Self-Contained Breathing Apparatus (SCBA), Water Rescue Equipment, Vegetation Management and Fire Detection Cameras
- Probation completed renovation of the Juvenile Services Building, including accessibility and security upgrades
- The District Attorney conducted the Armed and Prohibited Persons program to remove guns from people who are no longer allowed to possess firearms
- The Sheriff successfully implemented the Computer Aided Dispatch (CAD) and Record Management Systems



Administration and Finance Departments:

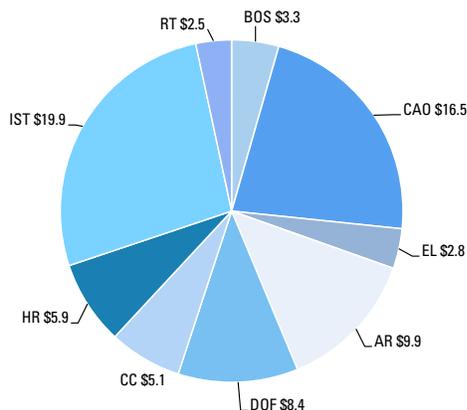
- **Board of Supervisors [BOS]:** Serves as the legislative and executive body of the County. Elected to four year terms, they have overall responsibility for county government.
- **County Administrator's Office [CAO]:** The CAO is appointed by the Board of Supervisors to implement Board decisions, and operates directly under the Board to provide research, information and recommendations, as well as management assistance and oversight
- **Assessor-Recorder-County Clerk [AR]:** Elected official whose office determines the value of taxable real and business property in the County and maintains access to official, vital, and historical records
- **County Counsel [CL]:** Serves as legal counsel in civil matters for all County departments and some special districts; prepares contracts, resolutions, and ordinances; files and litigates civil cases; and renders legal opinions
- **Department of Finance [DOF]:** Serves as the primary office for the accounting and disbursing of County funds, and maintains the accounts of County government, school districts, and many special districts. The DOF also administers major financial, payroll, fixed asset and tax apportionment systems.
- **Elections [EL]:** Maintains current voter registration files; conducts federal, state and local elections within Marin County; administers local provisions of campaign financing and reporting
- **Human Resources [HR]:** Oversees employee recruitment and staffing regulations, training and development, labor relations and workforce planning
- **Information Services and Technology [IST]:** Assists departments through the deployment of information services and telecommunications technologies and maintains the County's technology infrastructure, telephones and website
- **Retirement [RT]:** Administers the County's retirement system, including the prudent investment of retirement assets exceeding \$1 billion



**FY 2015-16 Total County Operating Budget \$519.4 Million
Administration and Finance \$76.8 Million**

Introduction

The Administration and Finance Service Area includes nine departments that provide internal and external services to the County organization and the community. These internal services include countywide management, human resources administration, information technology, legal representation, and financial management. Public services provided through this service area include licenses and certificates, elections, and tax assessment and collection.

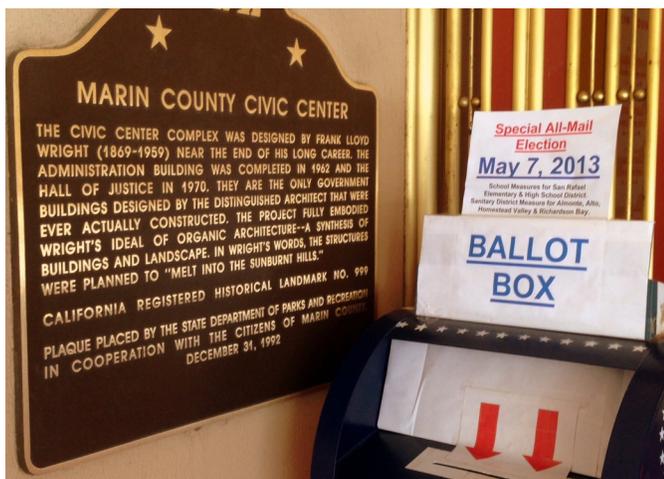


**FY 2015-16 Administration and Finance
Expenditure Breakdown \$76.8 Million**

Administration and Finance

ADMINISTRATION AND FINANCE BUDGET SUMMARY

All Funds	FY 2015-16 Allocated Positions	FY 2013-14 Approved	FY 2014-15 Approved	FY 2015-16 Recommended	FY 2015 -16 Change
Department Expenditures					
Board of Supervisors	21.00	\$3,300,833	\$3,366,241	\$3,518,251	\$152,010
County Administrator's Office	17.00	\$15,883,839	\$16,502,710	\$16,852,853	\$350,143
Assessor - Recorder - County Clerk	80.00	\$9,456,894	\$9,859,173	\$10,213,852	\$354,679
County Counsel	23.00	\$4,980,539	\$5,078,890	\$5,224,562	\$145,672
Department of Finance	63.78	\$8,429,907	\$8,432,622	\$8,590,487	\$157,865
Elections	10.00	\$3,355,809	\$2,784,405	\$3,385,187	\$600,782
Human Resources	36.30	\$5,518,414	\$5,920,572	\$6,034,312	\$113,740
Information Services and Technology	104.00	\$18,629,329	\$19,883,225	\$20,290,511	\$407,286
Retirement	20.00	\$3,766,777	\$2,494,739	\$2,666,348	\$171,609
Total Service Area Expenditures	375.08	\$73,322,341	\$74,322,577	\$76,776,363	\$2,453,786



Ballot Box at the Marin County Civic Center



Diversity Award



New Employee Orientation

Highlights of Accomplishments FY 2014-15

- Received affirmation of AAA bond rating from all three major independent credit rating agencies
- Launched OpenGov website to improve budget and financial transparency
- Received the Certificate of Achievement for Excellence in Financial Reporting for the 3rd consecutive year
- Engaged employees in the creation of a five-year business plan
- Updated the County website to enable a more user-friendly compatibility with smart phones and tablets
- Began implementation of new financial system
- Replaced Elections mail sorting equipment
- Completed recruitments for 403 positions

Community Development and Public Works

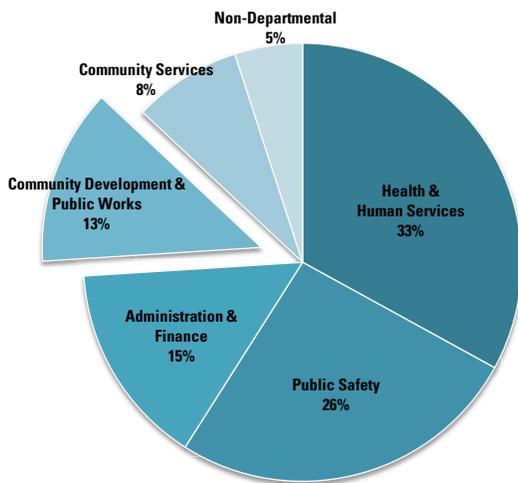


Introduction

The Community Development and Public Works Service Area includes the Community Development Agency and Department of Public Works. This service area provides land-use planning services and maintains County infrastructure such as roads and bridges. In addition, the departments in this service area lead many of the County's award-winning programs in promoting sustainability such as green businesses, bikeways, and other efforts. Through this service area, the County is dedicated to ensuring sustainable communities throughout Marin County.

Community Development and Public Works Departments:

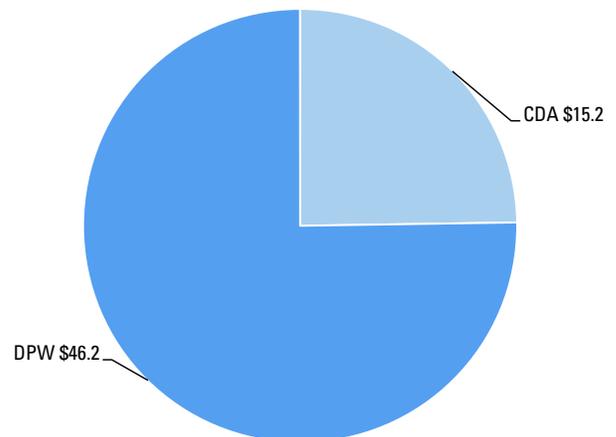
- **Community Development Agency (CDA):** Provides environmental and land use planning services, issues building permits, manages the County's sustainability, affordable housing and redevelopment agency programs and enforces environmental health regulations
- **Department of Public Works (DPW):** As one of the largest County departments, DPW oversees a wide range of activities, including flood control and water quality programs, engineering, road maintenance, Americans with Disabilities Act coordination, traffic operations and the transit district



**FY 2015-16 Total Operating Budget \$519.4 Million
Community Development and Public Works \$62.3 Million**



Department of Public Works Crew at Arroyo Creek



FY 2015-16 Community Development and Public Works Department Expenditure Breakdown \$62.3 Million

Community Development and Public Works

COMMUNITY DEVELOPMENT AND PUBLIC WORKS BUDGET SUMMARY

All Funds	FY 2015-16 Allocated Positions	FY 2013-14 Approved	FY 2014-15 Approved	FY 2015-16 Recommended	FY 2015 -16 Change
Department Expenditures					
Community Development Agency	84.50	\$15,625,324	\$15,243,439	\$15,895,685	\$652,246
Department of Public Works	233.53	\$42,721,975	\$46,201,850	\$46,426,923	\$225,073
Total Service Area Expenditures	318.03	\$58,347,299	\$61,445,289	\$62,322,608	\$877,319



Solar Information Fair



Graywater system installation



Sleepy Hollow Road Work



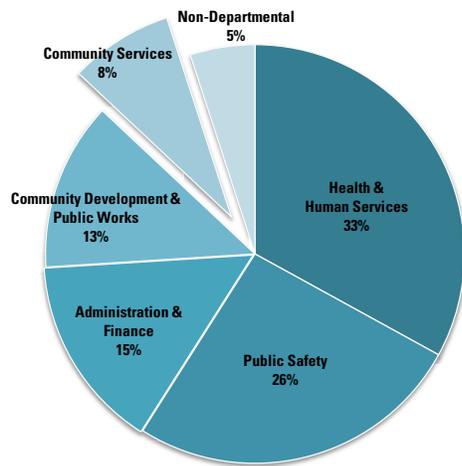
Gnoss Field

Highlights of Accomplishments FY 2014-15

- Implemented "Go Green" food facility rating system
- Adopted and received state certification of Housing Element for 2014 -2022
- Completed renovation and accessibility upgrades to the Civic Center, Corte Madera and Fairfax libraries
- Resurfaced over 70 miles of county-owned roadways
- Completed FEMA audit and assessments towards reducing unincorporated property flood insurance rates
- Improved waste recovery at the Civic Center
- Initiated construction of Phase 2 of the Marshall Community Wastewater system
- Initiated program to assess vulnerability of coastal areas to sea level rise and to develop adaptation strategies through the C-SMART (Collaborating on Sea-level Marin: Adaptation Response Team) program



Marin County Fair



FY 2015-16 Total County Operating Budget \$519.4 Million
Community Services \$43.1 Million



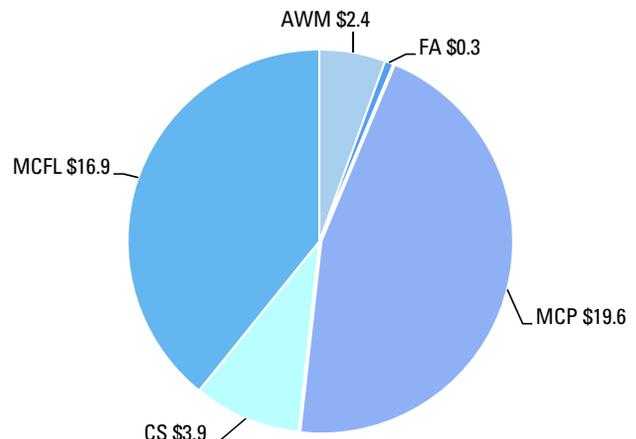
Marin County Agriculture / Farm Advisor

Introduction

The Community Services Service Area includes five departments that provide a variety of direct services to the community. These services range from Parks and Open Space facilities to agricultural assistance to youth development. This service area also provides cultural and learning resources through numerous library branches and the Marin Center performing arts, event and conference facility. Through this service area, the County helps maintain a high quality of life for all Marin County residents.

Community Services Departments:

- **Agriculture, Weights and Measures [AWM]:** Oversees the pest control program, ensures the accuracy of commercial weight and measuring devices, regulates organic food production and monitors efforts to address Sudden Oak Death syndrome
- **Cultural Services [CS]:** Manages the Marin Center for performing arts and events, presents the annual Marin County Fair and serves as the caretaker of the Frank Lloyd Wright-designed Civic Center
- **Farm Advisor [FA]:** The mission of this department is to sustain a vital agriculture, environment and community in Marin by providing University of California research-based information in agriculture, natural resource management, nutrition and youth development
- **Marin County Free Library [MCFL]:** This special district operates ten library branches throughout Marin, provides several literacy service programs and operates the County's bookmobile
- **Marin County Parks [MCP]:** This department is responsible for planning, acquiring and managing the County's open space and regional and community park facilities



FY 2015-16 Community Services
Expenditure Breakdown \$43.1 Million

Community Services

COMMUNITY SERVICES BUDGET SUMMARY

All Funds	FY 2015-16 Allocated Positions	FY 2013-14 Approved	FY 2014-15 Approved	FY 2015-16 Recommended	FY 2015 -16 Change
Department Expenditures					
Agriculture, Weights and Measures	13.00	\$2,542,771	\$2,618,469	\$2,419,466	(\$199,003)
Cultural Services	16.50	\$3,505,591	\$3,715,151	\$3,893,282	\$178,131
Farm Advisor	2.00	\$255,644	\$266,054	\$278,052	\$11,998
Marin County Free Library	102.74	\$15,580,280	\$17,567,950	\$16,850,644	(\$717,306)
Marin County Parks*	50.35	\$15,298,825	\$15,862,815	\$19,659,797	\$3,796,982
Total Service Area Expenditures	184.59	\$37,183,111	\$40,030,439	\$43,101,241	\$3,070,802

*Does not include Open Space District expenditures or allocated positions



Park Ranger talking with kids



Marin County Free Library Bookmobile



Renovated Civic Center Branch - Marin County Library



Stafford Lake Bike Park Ground Breaking

Highlights of Accomplishments FY 2014-15

- Engaged library patrons and staff to create Strategic Plan
- Finalized agreement with Novato Unified School District to create Education Partnership
- Reduced entry fees at regional parks
- Began implementation of Road and Trail Management Plan
- Launched new nonprofit "Marin Cultural Association" to subsidize facilities and programming
- Revamped and expanded docent-led Civic Center tours
- Successfully passed National Organic Program audit for Marin Organic Certified Agriculture (MOCA)
- Continued support of the Marin County Carbon Sequestration Project to increase carbon levels in local soils
- Developed plan for comprehensive arts education program at Marin Center

Health and Human Services

Planning and Administration

415-473-3696 – www.marinhhs.org

Aging and Adult Services

415-473-7396 – www.marinhhs.org/aging

Mental Health and Substance Use

415-473-6835 – www.marinhhs.org/mhsus

Public Health Services

415-473-3707 – www.marinhhs.org/public-health

Social Services

415-473-6880 – www.marinhhs.org/human-services

Public Safety

Child Support Services

415-473-4068 – www.marindcss.org

District Attorney

415-473-6450 – www.marincounty.org/da

Fire

415-473-6717 – www.marincountyfire.org

Probation

415-473-6705 – www.marincounty.org/probation

Office of Emergency Services

415-473-6584 – www.marincounty.org/disaster

Public Defender

415-473-6321 – www.marincounty.org/pd

Sheriff - Coroner

415-473-7250 – www.marinsheriff.org

Administration and Finance

Board of Supervisors

415-473-7331 – www.marincounty.org/bos

County Administrator's Office

415-473-6358 – www.marincounty.org/cao

Assessor-Recorder-County Clerk

415-473-7215 – www.marincounty.org/arcc

County Counsel

415-473-6117 – www.marincounty.org/cl

Department of Finance

415-473-6154 – www.marincounty.org/dof

Human Resources

415-473-6104 – www.marincounty.org/hr

Information Services and Technology

415-473-6309 – www.marincounty.org/ist

Registrar of Voters

415-473-6456 – www.marinvotes.org

Community Development and Public Works

Community Development Agency

415-473-6269 – www.marincounty.org/comdev

Department of Public Works

415-473-6528 – www.marincounty.org/pw

Community Services

Agriculture Weights and Measures

415-473-6700 – www.marincounty.org/ag

Cultural Services

415-473-6400 – www.marincenter.org / www.marinfair.org

Farm Advisor

415-473-4204 – www.marincounty.org/farm

Marin County Free Library

415-473-6051 – www.marinlibrary.org

Marin County Parks

415-473-6387 – www.marincountyparks.org

General

General Information Line

415-473-7000

Website

www.marincounty.org

Calendar of Events

www.marincounty.org/calendar

Services and Information Index

www.marincounty.org/services

Job Posting List

www.marincounty.org/jobs

Boards and Commissions

www.marincounty.org/depts/bs/boards-and-commissions/

Volunteer Opportunities

www.marincounty.org/volunteer

Social Media



www.facebook.com/countyofmarin



www.twitter.com/maringov



www.linkedin.com/company/county-of-marin



www.youtube.com/maringchannel

This publication is available online at:
www.marincounty.org/budget

