

FY 2019/20 ADOPTED BUDGET AND WORKPLAN



Marin
General Services
Authority

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DATE: May 9, 2019

TO: MGSA Board of Directors

FROM: Michael S. Frank, Executive Officer

SUBJECT: Fiscal Year 2019/20 Marin General Services Authority
Proposed Operating Budget and Workplan

Background

The MGSA Proposed Budget includes a General Fund, Abandoned Vehicle Abatement Program (AVAP) Fund and the MarinMap Program Fund. Within the General Fund, the following programs are accounted for: Streetlight Maintenance; Streetlight Telecommunications; Taxicab Regulation; Animal Control management, and MGSA Administration. The Marin Climate and Energy Partnership (MCEP) is also located in the General Fund but is held in separate accounts with reserves tracked separately. As such, we have separated its resources into different charts in this document.

In partnership with Marin County, MGSA manages the Animal Care and Control Program contract and charges for that service are included in this Budget. MGSA staff budget, invoice agencies, and transfer funds to the County for this Program. MGSA plays a similar role with the Mediation Program run by the District Attorney. Although the allocated charges to relevant jurisdictions is located in a table in the MGSA Budget document for information, the revenue and expenses associated with these programs are not considered revenue or expense for MGSA and therefore do not show up in the Budget or the JPA's audited financials.

This report proposes a budget for all three funds as well as describes and displays a detailed methodology for the allocation of various costs to JPA members for all programs. As part of MGSA's responsibilities, the Board reviewed the Marin County Stormwater Pollution Prevention Program's (MCSTOPPP) FY 2019/20 budget at its January 10 and March 14 Board Meetings. By Resolution 2019-01, the MGSA Board made a recommendation to the Board of Supervisors to approve the budget at the March 14, 2019 meeting. MCSTOPPP's budget is not included in this report since those funds are part of the County's budget and are not controlled by MGSA.

Proposed Workplan

The MGSA Board reviewed the FY 2019/20 Proposed Workplan and Initiatives at their March 9, 2019 meeting. This Budget supports that Workplan. The Proposed Workplan is included as **Exhibit A** at the end of this document.

MGSA General Fund (without MCEP)

Table 1 displays the present year's adjusted (or revised) budget [Adj Budget 2018/19], an estimate of what year-end expenditures and revenues are anticipated [Est Actual 2018/19], and the proposed budget for the upcoming fiscal year [Proposed 2019/20]. The final column is the difference between the prior year adjusted budget and the proposed budget [Bud 18/19 vs Prop 19/20]. To date, no budget changes have been made to the Budget adopted for FY 2018/19.

The Marin Climate and Energy Partnership (MCEP) is accounted for within the General Fund but within separate accounts. The Program's fund balance is also tracked separately in MGSA's financial statements. As such, MCEP's financials and budget are captured separately in **Table 2**.

Table 1 – MGSA General Fund Budget (without MCEP)

	Adj Budget 2018/19	Est Actual 2018/19	Proposed 2019/20	Bud 18/19 vs 19/20 Prop
Beginning Fund Balance	\$ 88,759	\$86,475	\$93,882	\$5,123
Revenue				
Member Contributions	170,000	170,000	170,000	-
Taxicab Permit Fees	95,000	105,000	100,000	5,000
Management/Overhead Fees	27,407	27,407	27,917	510
Telecommunication Fees	50,000	-	30,000	(20,000)
Interest	3,500	4,000	4,000	500
Total Revenue	\$345,907	\$306,407	\$331,917	\$(13,990)
Expenditures				
Insurance	12,000	11,000	15,000	3,000
Contract Services	281,000	235,000	270,000	(11,000)
Legal	26,000	20,000	25,000	(1,000)
Audit/Accounting	15,500	15,000	15,500	-
Rent	9,000	9,000	9,000	-
Office Expense	16,000	9,000	13,000	(3,000)
Total Expenditures	\$359,500	\$299,000	\$347,500	(12,000)
Net	\$ (13,593)	\$7,407	\$(15,583)	\$(1,990)
Ending Fund Balance	\$75,166	\$93,882	\$78,299	\$3,133

Table 1 contains several programs, the financial details of which are below.

The “Member Contributions” line in **Table 1** is the amount needed to support the expenses of the programs after other revenues are taken into account. Member Contributions and their history are discussed in detail in the “Member Contributions” section of this document.

Reserve Policy

The Proposed Budget anticipates \$78,299 in reserves at the end of the fiscal year. This meets the adopted reserve policy which is a minimum of 15% of expenditures or \$52,125.

Administration - General

The budgeted expenditures for the administration of MGSA are decreasing primarily due to a \$20,000 reduction in anticipated telecommunications expenditures (and an equivalent reduction in revenues) from year-to-year. Although no applications have been received by telecommunications carriers, the budgeted expense is to cover those processing costs if they occur in the upcoming fiscal year. The budget continues to include resources for operations support as that structure continues to change.

Animal Care and Control

In mid-2014/15, MGSA took on assisting the County of Marin in the management of the Animal Care and Control contract with Marin Humane (MH). Last year, a three-year contract with MH was negotiated and approved by the County Board of Supervisors on March 27, 2018. MGSA is provided approximately \$20,000 annually for managing this contract for the County. In addition to assisting in negotiating the contract with MH, MGSA also invoices jurisdictions and is the interface with MH. The contract for this upcoming year is a 3% increase over the prior year which declines to a 2% increase the last year of the 3-year contract.

Mediation

The Mediation Program is managed out of the District Attorney’s Office, however, invoicing and coordination with jurisdictions is handled by MGSA. These funds are not considered revenue or expense for MGSA and are invoiced and directly transferred to the District Attorney’s Office upon receipt. The Program’s contributions for FY 2019/20 are 3.5% higher than FY 2018/19. The Board received a separate report from the District Attorney’s Office on the Mediation Program and its costs. Please ignore the distribution shown in the DA’s report and reference the jurisdiction allocation in this Budget.

Streetlight Maintenance Program

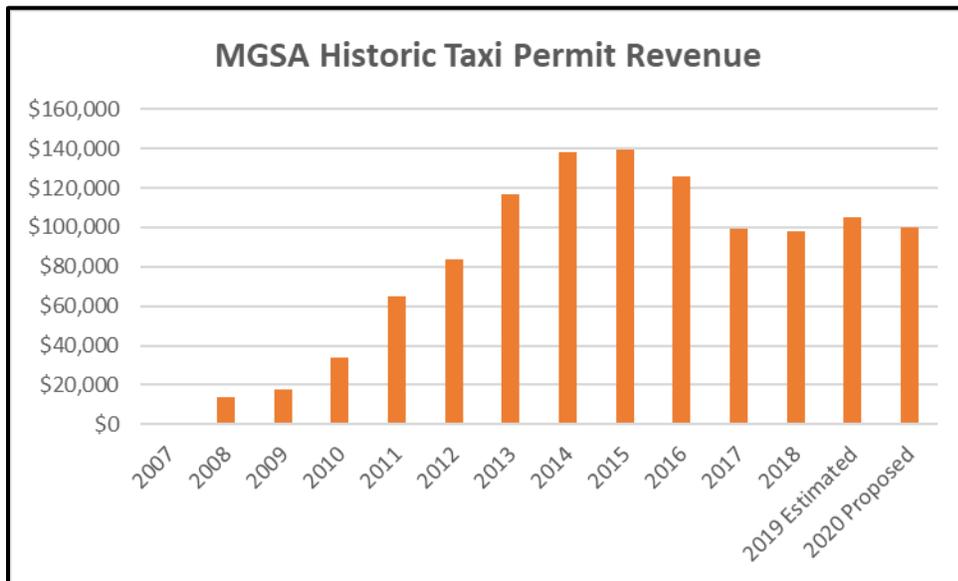
For 2019/20, the Streetlight Program overhead remains at a flat \$11,000 as it has for many years and is included in the \$170,000 “Member Contributions” line. Costs for the maintenance and replacement of streetlights are borne by individual agencies. The Streetlight Program revenue from member contributions and \$11,000 towards overhead expenses are included in the General Fund budget table.

Streetlight Telecommunications Program

MGSA signed master license agreements with two telecommunications companies during FY 2017/18 and received a one-time payment \$35,000 as a result. The agreements allow equipment on MGSA owned poles assuming permits are issued from local member jurisdictions. The agreements set up a per pole processing fee and then ongoing rent for the poles. MGSA has not seen any applications to date. For FY 2019/20, \$30,000 of revenue and \$30,000 in contract services expense is budgeted for this program.

Taxicab Regulation Program

Taxi permit fees were structured to cover the cost of the Taxi Regulation Program. As seen in the graph below, the permit rates were phased in over time. The costs are primarily the contract administrator of the program, the production of the permits, and administrative overhead. With the advent of Uber and Lyft which are regulated by the State CPUC and not by MGSA, Program revenue has fallen dramatically compared with its peak. It appears that the revenue slide has paused or stopped.



Marin Climate and Energy Partnership

The Marin Climate and Energy Partnership (MCEP) is comprised of the incorporated towns and cities in the county, the County of Marin, TAM and MCE Clean Energy. MCEP's mission is to work collaboratively, share resources, and secure funding to: 1) discuss, study and implement overarching policies and programs, ranging from emission reduction strategies to adaptation, contained in each agency's Climate Action Plan; and 2) collect data and report on progress in meeting each partner member's individual greenhouse gas emission targets. MCEP meets monthly and is supported by a part-time Sustainability Coordinator.

The program is directed by a Steering Committee with representation from each of the members. The MGSA serves as fiscal agent. To date, the Partnership has been funded by voluntary annual contributions (currently \$2,500 per member) as well as several grants and contracts: a \$75,000 seed grant from BAAQMD in FY 2008/09; two grants, each in the amount of \$80,000 from the Marin Community Foundation in FY 2009/10 and FY 2010/11; and several contracts with the County through the PG&E-Marine Energy Watch Partnership totaling nearly \$175,000 since FY 2012/13. The MGSA's role has been to assist in contract administration with grantors and contractors and to provide assistance in invoicing, collection of grant and member contributions, contracting and paying for MCEP services, and advising the Steering Committee. Although a separate cost center is maintained for MCEP, the funds are placed in the MGSA General Fund.

The resources and expenditures are shown in **Table 2**. The "Federal Grant" line reflects anticipated expenditure reimbursements from a \$275,008 California Energy Commission Local Government Challenge grant awarded to MCEP for a joint project with the nonprofit Resilient Neighborhoods (RN). MCEP has been partnering with RN since 2015 to implement the public outreach objectives of members' climate action plans. During FY 2019/20, RN will continue to organize and educate community-based EcoTeams on strategies and resources available to improve home energy efficiency, shift to renewable energy, reduce transportation emissions, conserve water, and reduce waste. MCEP will prepare a final report and close out the grant by the end of the grant term on October 30, 2019.

During FY 2019/20, MCEP will also be providing technical services relating to climate inventory tracking and reporting and development of Climate Action Plan updates. Specifically, MCEP will develop community greenhouse gas inventories for all Marin jurisdictions for year 2017. MCEP will prepare and present a report for jurisdictions identified in the scope of work and update the MCEP website and Sustainability Tracker with the new information. This work will be paid for with a \$25,000 grant from the County through the Marin County Energy Watch Partnership. Additional funds will be utilized to begin updating members' climate action plans that were prepared in 2009 through 2011. Staff would return to the MGSA Board to utilize unbudgeted funds; potential uses for these funds include grant writing and grant matching requirements.

Table 2 – Marin Climate and Energy Partnership

	Adj Budget 2018/19	Est Actual 2018/19	Proposed 2019/20	Bud 18/19 vs 19/20 Prop
Beginning Fund Balance	\$16,604	\$43,150	\$23,431	\$6,827
Revenue				
Member Contributions	37,500	35,000	35,000	(2,500)
Federal Grant/CEC	138,600	119,087	69,625	(68,975)
County Grant/PG&E	30,850	40,475	14,360	(16,490)
Total Revenue	\$206,950	\$194,562	\$118,985	\$(87,965)
Expenditures				
Overhead	7,000	7,000	7,000	-
Contract Services	214,500	207,281	75,220	(139,280)
Total Expenditures	\$221,500	\$214,281	\$82,220	\$(139,280)
Net	\$(14,550)	\$(19,719)	\$36,765	\$51,315
Ending Fund Balance	\$2,054	\$23,431	\$60,196	\$58,142

Reserve Policy

The Proposed MCEP Budget anticipates \$60,196 in reserves at the end of the fiscal year. This meets the proposed reserve policy which is one year's MCEP dues or \$35,000.

Marin Abandoned Vehicle Fund and Program

The Marin General Services Authority serves as the Marin Abandoned Vehicle Abatement (AVA) Program administrator. The program reimburses members for some of the costs of abating abandoned vehicles. All program funds are received from a \$1.00 surcharge on vehicle registration, collected by the California DMV and passed on to Marin County. The two areas of expenditure include the administrative cost incurred for the program and the payments made to the towns, cities and County to fund the abatement of abandoned vehicles. The expenditure budget for FY 2019/20 is larger than previous years. The Program has been carrying a fund balance over \$25,000 for at least a decade. This budget assumes that most of those resources are distributed over the course of this fiscal year to jurisdictions. The Program contributes \$12,000 annually towards administration.

Table 3 – Abandoned Vehicle Fund

	Adj Budget 2018/19	Est Actual 2018/19	Proposed 2019/20	Bud 18/19 vs 19/20 Prop
Beginning Fund Balance	\$26,894	\$27,162	\$28,162	\$1,268
Revenue				
Interest	300	1,000	1,000	700
DMV Reimbursement	260,000	250,000	260,000	-
Total Revenue	\$260,300	\$251,000	\$261,000	\$700
Expenditures				
Program Administration	12,000	12,000	12,000	-
Jurisdiction Payments	248,000	238,000	270,000	22,000
Total Expenditures	\$260,000	\$250,000	\$282,000	\$22,000
Net	\$300	\$1,000	\$(21,000)	\$(21,300)
Ending Fund Balance	\$27,194	\$28,162	\$7,162	\$(20,032)

MarinMap Fund and Program

In **Table 4** is the Proposed FY 2019/20 Budget as recommended by the MarinMap Executive and Steering Committees. The budget can be summarized as follows: the annual fixed costs to manage MarinMap (Matrix Team, Program Manager, maintenance and hardware) and GIS Projects which are developed with agency members and prioritized by the Executive Committee.

In general, the proposed budget is similar to previous years. Member dues are proposed to be unchanged again for the 17th year. Regarding general expenditures, there are no proposed changes to base costs from last year, which are the Matrix Team, Geodata, and program administration. A few changes from last year are noted as follows:

- As per the last two fiscal years, funds are being designated (\$4,000/year) for future server needs, and the proposed budget will have a total server set-aside of \$12,000.
- Along with a minimum 20% of revenues reserve policy, a future orthophoto set-aside has been recommended, and the proposed budget starts with a set-aside of \$7,500.
- \$5,000 is identified as telecommunications mapping, for assisting jurisdictions in coordinating telecom data collection, the scope of which is to be determined.

Regarding project expenditures, the Executive Subcommittee identified Projects for the coming year in the amount of \$104,000 (vs \$91,000 last year). This represents the server set-aside, annual member allocation, training, plus incomplete projects carried over from FY 2018/19.

Table 4 – MarinMap Fund

	Adj Budget 2018/19	Est Actual 2018/19	Proposed 2019/20 vs 19/20 Prop	Bud 18/19
Beginning Fund Balance	\$116,108	\$158,811	\$143,791	\$27,683
Revenue				
Member Contributions	162,000	162,000	162,000	-
Interest	1,500	4,500	4,000	2,500
Total Revenue	\$163,500	\$166,500	\$166,000	\$2,500
Expenditures				
Executive Officer/Overhead	-	-	-	-
Program Administration	32,640	32,640	32,640	-
Other Contract Services	93,880	78,880	96,880	3,000
Projects	91,000	70,000	104,000	13,000
Total Expenditures	\$217,520	\$181,520	\$233,520	\$16,000
Net	\$(54,020)	\$(15,020)	\$(67,520)	\$(13,500)
Ending Fund Balance	\$62,088	\$143,791	\$76,271	\$14,183

Reserve Policy

The Fund Balance anticipated for year-end in the Proposed MarinMap FY 2019/20 Budget is \$76,271. These are general reserves in the MarinMap Fund. This meets the proposed reserve policy which is a minimum of 20% of revenues (\$33,200) in addition to any amounts set aside through the budget process for future orthophotos (\$7,500).

Member Contributions

The contributions shown in **Table 5** below reflect the County, cities', and towns' share of MGSA costs as well as program costs which are billed through MGSA which include the Mediation Program administered through the District Attorney's Office and the Animal Care and Control Program. The MGSA's Joint Powers Agreement provides for funding the agency as described in the next section. The next section also outlines allocation methodologies related to each program.

Table 5 – MGSA Member Contributions for FY 2019/20

Member ¹	MGSA General		Streetlights		MCEP		MarinMap		Mediation ²		Animal Services ³		Total ⁴
	18/19	19/20	18/19	19/20	18/19	19/20	18/19	19/20	18/19	19/20	18/19	19/20	2019/20
Belvedere	3,007	3,017	111	110	2,500	2,500	6,000	6,000	665	675	27,327	26,069	38,371
Corte Madera	6,263	6,430	535	532	2,500	2,500	9,000	9,000	2,902	3,176	108,043	108,349	129,987
County	43,018	42,941	1,448	1,478	2,500	2,500	10,000	10,000	21,177	21,908	940,885	989,189	1,068,016
Fairfax	3,844	3,827	424	423	2,500	2,500	6,000	6,000	2,317	2,383	88,220	92,464	107,597
Larkspur	8,038	7,959	549	547	2,500	2,500	9,000	9,000	3,847	3,907	122,936	137,702	161,615
Mill Valley	10,460	10,526	569	568	2,500	2,500	9,000	9,000	4,562	4,733	157,535	156,972	184,299
Novato	27,767	27,757	2,786	2,778	2,500	2,500	10,000	10,000	16,682	17,257	656,840	714,560	774,852
Ross	2,895	2,875			2,500	2,500	6,000	6,000	778	801	22,102	26,709	38,885
San Anselmo	7,360	7,367	474	474	2,500	2,500	9,000	9,000	3,958	4,112	149,209	152,553	176,007
San Rafael	31,904	31,828	3,131	3,123	2,500	2,500	10,000	10,000	18,616	19,186	670,569	689,013	755,650
Sausalito	5,828	5,828	467	462	2,500	2,500	9,000	9,000	2,242	2,286	96,978	101,812	121,888
Tiburon	8,615	8,644	198	198	2,500	2,500	9,000	9,000	2,909	3,052	95,639	101,905	125,299
BMK CSD			102	102									102
FCA							10,000	10,000					10,000
LAFCO							10,000	10,000					10,000
M. CSD			206	205									205
TAM					2,500	2,500	10,000	10,000					12,500
MCE					2,500	2,500							2,500
MMWD					2,500		10,000	10,000					10,000
SASM							10,000	10,000					
RVSD							10,000	10,000					10,000
TOTAL	\$159,000	\$159,000	\$11,000	\$11,000	\$37,500	\$35,000	\$162,000	\$162,000	\$80,655	\$83,478	\$3,136,283	\$3,297,296	\$3,737,774

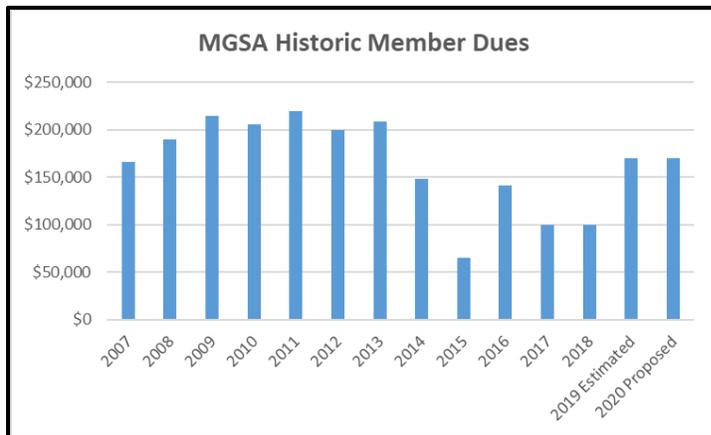
¹ BMK, Bel Marin Keys Community Services District; FCA, Fire Chiefs Association; M. CSD, Marinwood Community Services District; TAM, Transportation Authority of Marin; MCE, Marin Clean Energy; MMWD, Marin Municipal Water District; RVSD, Ross Valley Sanitary District.

² Mediation Program numbers different than their report. Decision to use our distribution.

³ Animal Control - The County pays 30% of Program directly to Marin Humane. They are not invoiced by MGSA.

⁴ The prior year's total member contributions were \$3,586,438 or a 4.2% increase.

The FY 2019/20 proposed general operating budget, including the Streetlight Program overhead, is based on member contributions of \$170,000. The graph on the next page shows historic member contributions. They declined starting in 2014 due to the receipt of ongoing tax revenue. Significant tax revenue started to be received in 2012 but member contributions were not reduced at that time. The result was a larger accumulated General Fund balance. Over the following years, member contributions were kept low by the use of those reserves. They were increase last year to \$170,000. No increase in membership contributions is requested for FY 2019/20.



Member Contribution Methodology and Calculation

The allocation methodologies of the different programs of MGSA are outlined in detail in the JPA ordinance approved by all participating agencies. This section summarizes the methodologies and provides the calculation for members’ contributions to MGSA.

General

Those programs or administration considered “general” budget items are based on a combination of two factors designed to develop an equitable and proportional sharing of costs. The formula uses the factors equally: assessed valuation (AV) of real property and population. Each year, the most current values for these two factors are updated when calculating the member contributions. For the County, the variables are based on the unincorporated assessed value of real property and the population in the unincorporated area.

Table 6 – Member Contribution Share Calculation

Member	Assessed Value*	% AV	AV Share	Population	% Pop.	Popul. Share	Total Share
Belvedere	2,301,553,451	0.03	2,374	2,135	0.01	643	3,017
Corte Madera	3,301,837,432	0.04	3,406	10,039	0.04	3,024	6,430
Fairfax	1,509,592,106	0.02	1,557	7,534	0.03	2,270	3,827
Larkspur	4,108,573,915	0.05	4,238	12,351	0.05	3,721	7,959
Mill Valley	5,835,027,506	0.08	6,019	14,963	0.06	4,508	10,526
Novato	10,977,478,523	0.14	11,323	54,551	0.21	16,434	27,757
Ross	2,047,225,614	0.03	2,112	2,533	0.01	763	2,875
San Anselmo	3,345,750,940	0.04	3,451	13,000	0.05	3,916	7,367
San Rafael	13,143,016,898	0.17	13,556	60,651	0.23	18,272	31,828
Sausalito	3,539,805,779	0.05	3,651	7,226	0.03	2,177	5,828
Tiburon	5,562,921,680	0.07	5,738	9,648	0.04	2,907	8,644
Marin, Unincorp	21,403,476,855	0.28	22,077	69,255	0.26	20,864	42,941
Total	\$77,076,260,699	1.00	\$79,500	263,886	1.00	\$79,500	\$159,000

Streetlight

Members pay the overhead and administrative costs of this function in proportion to the number of streetlights owned by the Authority in each members’ jurisdiction (see **Table 7**). Streetlight maintenance costs are based on service provided to individual agencies and charged directly to those jurisdictions. Special Districts are included only for the administration and operation of the Streetlight Program. The streetlights in the Town of Ross and Marin City are not owned by MGSA and are not included in this program.

Table 7 – Streetlight Maintenance Share Calculation

Member	19/20 Lights	%	Share
Belvedere	156	0.01	\$110.28
Bel Marin Keys District	144	0.01	102
Corte Madera	753	0.05	532
County, Unincorporated	2,091	0.13	1,478
Fairfax	598	0.04	423
Larkspur	774	0.05	547
Marinwood District	290	0.02	205
Mill Valley	803	0.05	568
Novato	3,930	0.25	2,778
Ross	N/A	N/A	N/A
San Anselmo	671	0.04	474
San Rafael	4,417	0.28	3,123
Sausalito	653	0.04	462
Tiburon	280	0.02	198
Total	15,560	1.00	\$11,000

Taxicab Regulation

This program is primarily funded by revenue generated by annual taxicab permits. The permit fees are set by the MGSA Board. No member contributions are made.

Marin Climate and Energy Partnership

The MCEP program is voluntary for participating members, however, all MGSA cities, towns, and County participate. In addition, the Marin Municipal Water District, Marin Clean Energy, Marin Fire Chief’s Association and the Transportation Authority of Marin also participate voluntarily. The Partnership has been funded by member contributions as well as several grants and contracts with the County and federal government. Members are requested to assess themselves to fund the program at a flat \$2,500 per agency.

MarinMap

MarinMap is voluntarily funded by member fees, grants, and special assessments on members. It is a flat \$10,000, \$9,000, or \$6,000 fee as in years’ past based on agency size. No increase of fees is requested.

Abandoned Vehicle Program

This program is fully funded by a state-imposed surcharge on vehicle registration.

Animal Services

Thirty percent of the cost of the Animal Care and Control Budget is paid directly to Marine Humane by the County. The allocation methodology for the remaining costs to jurisdictions is based on a combination of two factors used equally in an effort to develop a fair apportionment of costs: 1) animals handled the previous year and 2) population.

Mediation

The Mediation Program costs are allocated based on the most recent population estimates.

County Financial System FY 2019/20 Budget Entries

The County Auditor-Controller has requested that the Board be shown the budget data, including account numbers to be entered in the County accounting system.

MGSA General Fund - 8019

<u>G/L</u>		<u>FY 2019/20</u>
421225	Other Permits – Taxicab	(100,000)
441115	Interest on Pooled Funds	(4,000)
453110	Grant Revenue/Other Misc. Rev	(111,902)
461250	City Contributions	(205,000)
462610	Charges Other – Telecom	(30,000)
522510	Professional Services	352,220
522545	Prof Services – Legal	25,000
522585	Administration & Finance Services	15,500
521615	Insurance Premiums	15,000
521310	Communications Services	5,000
522925	Rent & Operating Leases	9,000
522410	Office Supplies	8,000

MGSA Abandoned Vehicle Abatement Fund – 8010

<u>G/L</u>		<u>FY 2019/20</u>
441115	Interest on Pooled Funds	(1,000)
451970	State - Abandoned Vehicle	(260,000)
522510	Professional Services	282,000

MGSA MarinMap Fund - 8020

<u>G/L</u>		<u>FY 2019/20</u>
441115	Interest on Pooled Funds	(4,000)
461250	City Contributions	(162,000)
522510	Professional Services	233,520

EXHIBIT A



FY 2019/20 WORKPLAN

Mission Statement (adopted January 11, 2018)

The Marin General Services Authority provides the administration of a variety of programs and services where the policy issues are generally established, in arenas that are more cost effective to provide collectively or are significantly enhanced through partnering for the benefit of the greater Marin community.

Background

The Marin General Services Authority (MGSA) was formed in 2005 by the cities, towns and County of Marin. While today the Marin General Services Agency ("MGSA") administers widely different government programs, it was originally formed in 1985 as the Marin Street Light Acquisition Authority ("MSLAJPA") to acquire streetlights from PG&E to save maintenance costs.

MGSA is a joint powers authority (JPA). A joint powers authority is an entity permitted under the laws of some U.S. states, whereby two or more public entities (e.g. local governments, or utility or transport districts), may jointly exercise any power common to all of them. Joint powers authorities are particularly widely used in California (where they are permitted under Section 6502 of the State Government Code), but they are also found in other states.

The authorizing agreement states the powers the new authority will be allowed to exercise. Joint powers authorities receive existing powers from the creating governments; thus, they are distinct from special districts, which receive new delegations of sovereign power from the state.

The Joint Powers Authority Agreement creating MGSA states, "The purpose of this Agreement is to establish a public entity separate from the County, Cities, Towns, and Special Districts. This Authority will finance, implement and manage the various municipal services assigned to it." MGSA offers various public services effectively and efficiently throughout the county in a uniform manner with minimal overhead expense.

MGSA Oversight & Administration

Executive Oversight	
1	Provide effective management oversight of agency and nine programs
2	Represent the MGSA Board in dealings with media, member agencies, other governing agencies, professional associations, community organizations, and residents
3	Maintain positive Board relations and new Board Member orientation
4	Review, analyze, and develop recommendations regarding legislation related to MGSA programs where appropriate
5	Develop upcoming year's MGSA Work Plan and monitor progress
2019/20 Initiatives	
6	Stabilize new staffing structure, train on new job duties, and document organizational responsibilities
Information Technology	
7	Develop, maintain, and manage electronic file software that controls and monitors file access, backup, and security
8	Ensure appropriate staff is trained on an ongoing basis on access to County systems through a Virtual Private Network and the Munis County Financial System including invoicing, vendor set up, budget input and changes, and reporting
2019/20 Initiatives	
9	Evaluate and implement new or revised agency website including underlying platform, content management software, and ability to provide a search feature
Finance	
10	Accurately handle all financial transactions including accounts payable, accounts receivable, invoicing, grants management, and jurisdiction/agency allocation of costs
11	Retain and work with financial accounting and auditing firm to develop, review, and produce the Annual Year-End Financial Report
12	Manage budget process for MGSA and all programs that is transparent and allows the Board an opportunity to discuss appropriate policy issues
13	Ensure compliance with all contract and other documents for federal, State, and County grants including all reporting and payment processing
2019/20 Initiatives	
14	Work with Auditor and staff to improve internal controls and the permit renewal processes for the Taxi Regulation Program
Human Resources	
15	Supervise and manage ongoing contract program support and coordination
16	Recruit and manage orientation and training process for new contractors as needed

Property Management	
17	Manage office lease and resolve property related issues including IT, phone, mail delivery, and building signage
Risk Management	
18	Manage insurance acquisition and renewal
	2019/20 Initiatives
19	Review and evaluate existing insurance coverage and research any other potential insurance needs and review with Board
Board Management / Clerk Functions	
20	Maintain required hard copy records as well as electronic records systems which are secure and backed up
21	Develop and maintain consistent logo, letterhead, business cards and communication materials
22	Complete all required official filings including Form 700, LAFCO, and State Controller reporting
23	Manage the MGSA Board Agenda Process such that all agendas, staff reports, minutes, and resolutions are accurate, informative, and clear
24	Respond to public information requests and Grand Jury inquiries where appropriate
	2019/20 Initiatives
25	Review records management and destruction policies and update if needed

Taxi Regulation

1	Ensure that MGSA member agencies are in compliance with California State tax law
2	Maintain a permit and fee structure that is cost recovery
3	Mediate disputes if possible between local taxi drivers and companies in order to reduce local impacts on residents and public safety resources
4	Monitor Lyft/Uber legislative activity to understand any impacts to local taxi activity and regulation

Marin Climate and Energy Partnership

1	Provide oversight to MCEP program contractor
2	Provide guidance and input to the MCEP Executive and Steering Committees
3	Monitor numerous federal grant terms for MGSA/MCEP compliance

4	Enter into sub-contracts and process invoices for MCEP grants
5	Ongoing implementation of Climate Action Plans
6	Develop model ordinances for use by all jurisdictions
7	Develop community Greenhouse Gas Inventories for Marin jurisdictions
	2019/20 Initiatives
8	Update Climate Action Plans and/or develop content for General Plans for San Anselmo, Tiburon, Larkspur, Mill Valley and others as requested
9	Collaborate and implement existing grant-funded projects: <ul style="list-style-type: none"> • Federal CEC grant with Resilient Neighborhoods to implement outreach and education programs of members' CAPs. • Electrify Marin (funded by BAAQMD; lead agency is the County of Marin) • Food Waste Prevention and Rescue Grant Program (funded by CalRecycle; lead agency is Novato)
10	Pursue grant and other funding for cross-county projects
11	Develop Electric Vehicle (EV) strategies, including EV charging station requirements and permit streamlining, to increase EV adoption in Marin
12	Develop a model green building reach code for the 2019 Title 24 Code that can be adopted by all Marin jurisdictions

MCSTOPPP

1	Provide budgetary and high level programmatic oversight and coordination with local jurisdictions
2	Work with County and MCSTOPPP staff on annual budget which is reviewed and recommended annually by the MGSA Board to the Marin County Flood Control District

MarinMap

1	Provide management, financial, and contract support and oversight to the MarinMap Program
2	Staff and facilitate the MarinMap Steering Committee and the Executive Sub-committee meetings
3	Resolve various program issues that surface or intercede with various agencies and contractors if needed such as the County Assessor and Streetlight Electric Contractor

Steering Committee Goals

4	Provide improved customer service to customers seeking geographical information
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5	Reduce the cost of service to taxpayers and ratepayers
6	Improve infrastructure maintenance
7	Enhance emergency response and disaster planning
8	Reduce negative environmental impacts and manage natural resources
9	Provide the opportunity for better decision-making
10	Encourage cooperation among public agencies, reducing redundancies, improving efficiency and minimizing conflicts
2019/20 Initiatives	
11	Work with new County Assessor to resolve longstanding data request issues

Mediation

1	Act as Mediation Program liaison between District Attorney's Office and MGSA member agencies
2	Coordinate allocation methodology with District Attorney's Office, check for accuracy, assess costs, collect payments, and distribute to the District Attorney's Office

Animal Care & Control

1	Manage Animal Care and Control Program as outlined in 1/13/15 Agreement between MGSA and Marin County.
2	Administer contract with Marin Humane for county-wide animal care and control including coordinating inquiries/complaints from the public and member jurisdictions
3	Prepare annual budget including coordinating allocation methodology with Marin Humane Society and with County budget staff
4	Respond to animal control policy issues and work with County Counsel relative to any needed changes to the Animal Control Ordinance
2019/20 Initiatives	
5	Evaluate options if legislation like AB1250 is reintroduced (after being vetoed by Governor Brown) and passed which may impact the County's ability to enter into a contract with Marin Humane
6	Engage Marin Humane in a discussion about ways to increase dog licensing in the County including the possibility of quarterly field call reports to all jurisdictions
7	Evaluate allocation methodology for spreading costs to jurisdictions to see if there is a way to reduce annual volatility

Abandoned Vehicle Abatement

1	Manage and administer the Program in an accurate and equitable manner
2	Claim all available program monies from the State that originate from Marin's motor vehicle owners and distribute
2019/20 Initiatives	
3	Distribute to jurisdictions long-standing resources sitting in reserves

Streetlight - Maintenance

1	Manage streetlight contractor's contract including getting input from public works directors, implementing rate changes, and exercising options for extensions where appropriate as outlined in contract
2	Administer annual process for all member jurisdictions to transfer streetlights added during the year to the MGSA inventory
2019/20 Initiatives	
3	Facilitate accurate inventory of streetlights between PG&E, DC Electric, and MarinMap GIS

Streetlight – Telecommunications Equipment

1	Monitor legislation regarding telecommunications equipment and its requirements or not related to MGSA
2	Ensure Agreement responsibilities are being met by carriers including collecting annual fees and all streetlight application processing fees
3	Negotiate, if directed by Board, agreements with additional telecommunications carriers and providers
4	Review and process invoices for MGSA's streetlight vendor review of application packets
5	Review a) preauthorization forms and track use of poles by carriers and b) per pole application packets submitted by carriers and c) resolve any issues or concerns raised by MGSA's streetlight vendor or issues with local jurisdiction permits
2019/20 Initiatives	
6	Negotiate with additional telecommunications carriers and providers if approached regarding use of streetlight assets
7	Develop policy and process to distribute carrier fees to local agencies as determined by the MGSA Board once program is generating revenue

8	Develop program as needed depending on scale and speed of equipment implementation and jurisdictional permit issuance
9	Present policy options and get direction from the MGAS Board on the level of telecommunications carrier equipment and other data to be collected from MGSA's application process and the local jurisdictional permit processes and shared (e.g. MarinMap) with governments and the public



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