Marin General Services Authority

900 Fifth Avenue, Suite 100
San Rafael, CA 94901
415.446.4428
maringsa.com

BOARD MEETING AGENDA

DATE: **November 13, 2025**

TIME: **10:00 a.m.**

PLACE: **This meeting will be held in person at 900 Fifth Avenue, Suite 100, San Rafael.**

How to Provide Comment

Members of the public may submit public comment by:

1. Emailing amcgill@marinjpas.org the day before the meeting.
2. Attending the meeting and speaking during public comment periods.

A. **Report from Executive Officer** (McGill)

B. **Public Comment**

Anyone wishing to address the Board on matters not on the posted agenda may do so. Each speaker is limited to two minutes. As these items are not on the posted agenda, the Executive Officer and the Board may only respond briefly. Public input will be taken as part of each agendized item.

C. Approve Minutes of September 17, 2025, Regular Meeting (McGill)

D. MGSA Board Appointments to the Community Media Center of Marin (CMCM) Board of Directors (McGill)

E. Community Media Center of Marin Annual Report Transmittal (Eisenmenger)

F. Consider establishing a Marin Map Move Forward Ad Hoc Committee to Review the Marin Map Assessment Reports and Make Recommendations on any Program Modifications to the full MGSA Board (McGill)

The meeting facilities are accessible to persons with disabilities. Requests for special accommodations should be directed to the Executive Officer at amcgill@marinjpas.org at least 48 hours before the meeting date.

G. Authorize the Executive Officer to execute a Second Addendum to the Professional Services Contract with Marin County dated October 20, 2020, for PG&E - Energy Watch Partnership Funds for the Marin Climate and Energy Partnership (MCEP – Christine O'Rourke)

H. Election of 2026 Board Officers: 1) President and 2) Vice President (All)

I. 2026 MGSA Board Meeting Schedule (All)

J. Adjournment

NEXT SCHEDULED MEETING: January 8, 2026

NOTE: A complete copy of the agenda packet is available on MGSA's website at http://maringeneralservicesauthority.com

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BOARD MINUTES FOR MEETING OF SEPTEMBER 17, 2025

The MGSA Board Meeting came to order in person. The meeting started at 11:00 a.m.

MGSA Board Members Participating: President Andrew Poster, Vice President Robert Zadnik, and Board Members: Greg Chanis and Angela Robinson-Pinon. Board Members Amy Cunningham, Dan Eilerman, and Kevin McDough were absent.

Program Contractors Attending: Executive Officer Adam McGill and General Counsel Patrick Richardson.

A. Report from Executive Officer

The Executive Officer reported on activities since the last meeting. In particular:

- Marin Map Needs Assessment will be presented at the November meeting.
- MCEP EV charger program being studied
- FY 2024/2025 Audit underway
- Animal Services Contract Negotiations Committee to be established
  1. MGSA EO
  2. County CEO's Office representative
  3. Two representatives from Marin Manager's Association

B. Public Comment

None

C. Approve Minutes of May 8, 2025, Regular Meeting

Motion by Zadnik, seconded by Chanis, to approve the minutes for the May 8, 2025, Board Meeting. Motion was approved 4 – 0. No public comment.
Motion to approve as recommended by staff by Eilerman, seconded by Chanis. Motion carried unanimously.

D. MGSA's Board Ad Hoc Committee regarding the District Attorney's Mediation Program. Recommendation by Staff to terminate the Ad Hoc committee and receive direction on next steps, if any.

Board discussion occurred. Board Member Chanis agreed to continue this discussion at a future Marin Manager's Association meeting, and, depending on that discussion, the Board expressed a willingness to re-establish the Ad Hoc committee with a new scope of work and new membership, if warranted.

Motion to terminate the existing Ad Hoc committee made by Chanis, seconded by Poster.

Chanis - Yes
Poster - Yes
Zadnik – Yes
Robinson-Pinon – No

Motion passed 3-1.

The meeting was adjourned at 11:42 a.m.

Adam McGill, Executive Office

Agenda Item D

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MEMORANDUM

DATE: November 13, 2025

TO: MGSA Board of Directors

FROM: Adam McGill, Executive Officer

SUBJECT: MGSA Board Appointments to the Community Media Center of Marin (CMCM) Board of Directors for the Calendar Year 2026

Recommendation:
By motion, appoint Robert Zadnik, City Manager of Belvedere and MGSA Board Member and Barbara Coler, Councilmember of Fairfax to the CMCM Board of Directors.

Background:
The MGSA Cable Television Franchise and Public, Educational, and Government Access Program (CATV) began on July 1, 2020, when MGSA took over certain program responsibilities and obligations from the now dissolved Marin Telecommunications Agency (MTA).

CATV's primary obligations include collecting franchise fees and public, educational, and government access fees ("PEG fees") from cable providers in Marin County, distributing franchise fees to its member agencies, and overseeing its contract with the Community Media Center of Marin (CMCM, the "designated PEG access provider"), which administers the community, educational, and governmental cable channels as well as community media programs and classes.

The MGSA Board appoints two members to the CMCM Board: the first recommended by the Marin Managers' Association (MMA); and the second recommended by CMCM based on interest by Marin's elected Supervisors and Councilmembers.

Barbara Coler, Fairfax Councilmember and Belvedere City Manager Robert Zadnik are the current appointed CMCM Board Members. Councilmember Coler has expressed an interest in continuing in her role. The Marin Managers' Association has appointed Belvedere City Manager Robert Zadnik to continue in the role.

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MEMORANDUM

DATE: November 13, 2025

TO: MGSA Board of Directors

FROM: Adam McGill, Executive Officer

SUBJECT: Community Media Center of Marin (CMCM) Annual Report Transmittal

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Recommendation

Receive the CMCM Annual Report for July 2024 – June 30, 2025.

Discussion

The Marin Telecommunications Agency (MTA) and CMCM entered into an amended agreement on January 23, 2020, in which the MTA designated the CMCM to continue to serve as the Dedicated Access Provider (DAP) to manage the Media Center and provide PEG access programming and services pursuant to the terms of the new DAP Agreement.

After MTA dissolved on June 30, 2020, MGSA took over that agreement. The agreement requires the CMCM to provide an Annual Report at a regular meeting in the second or third quarters of the fiscal year, e.g., between September 1 and March 31.

This report is a retrospective view of the CMCM activities for July 2024 through June 2025. The information required in the Annual Report and related documents per the DAP Agreement is identified below. The 2024-2025 Annual Report is attached.

Michael Eisenmenger, Executive Director of the CMCM, will be available to answer any questions the Board might have. The annual report and other materials provide information about the many aspects of the CMCM's work and describe the extent of their activity within the Marin community. The DAP Agreement identifies that the annual information provided should include:

- Statistics on programming and services provided and the number and types of people using the PEG access facilities.

- Current and complete listing of CMCM's Board of Directors and employees, including a description of each employee's functions.
- Every two years, year-end financial statements are audited and reviewed by a certified public accountant along with the management letter prepared by the accountant. In alternate years, year-end financial statements may be unaudited.
- Actual year-end revenues and actual year-end operating and capital equipment and facilities expenses, compared to the budget submitted with the Annual Plan or the budget as later revised and approved by CMCM.
- A summary of outreach and promotional efforts to the community and fundraising efforts.
- A summary of feedback from viewers, programmers, or others in the community.
- A current inventory of equipment used to provide PEG programming (including a description of the ownership, date of acquisition, and practical life).
- Most recent state and federal tax filings.
- A summary of any pending litigation.
- A summary of expenditures by category under the Capital Plan.
- The MGSA may reasonably request other information.

Attachments

- Attach E1 – CMCM Annual Report for FY 2024-25

2024-25 ANNUAL REPORT

Cm²

marin tv

marintv
2018
FINALIST
marintv
SONY

CONTENTS

Community Media Center of Marin

Annual Report July 1, 2024 – June 30, 2025

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INTRODUCTION

November 2025

We are pleased to submit the 16th annual report for the Community Media Center of Marin for the period July 1, 2024 - June 30, 2025. This report represents the 17th year of the organization and the 16th full year of operations for the Community Media Center and Marin TV PEG channels. We began cablecasting June 15, 2009 and opened the Community Media Center to the public on June 30 of that same year.

Our 2024/25 fiscal year ended quite well. We completed a major upgrade to our master control facility. We continued to keep equipment in our 14 city and agency locations updated and operational. And finally, CMCM purchased the downtown San Rafael building that we have leased space in since our beginning. All big developments but ones that will help secure a sound financial future for the organization as we face whatever lies ahead.

Sincerely,

Michael Eisenmenger
Executive Director

BE THE CHANGE
YOU WANT TO SEE
marin tv
marin tv
CM
CM

THE MEDIA CENTER

CMCM Membership *(background)*

CMCM was formed as a membership organization with five member-elected board positions. CMCM holds the annual member meeting and elections for open positions in October.

CMCM annual membership costs continue at a $50 membership fee for individuals and $35 for students/seniors. Organizational memberships are also available. Membership enables residents to take courses (for modest fees) and when certified, use the equipment for free. Information and forms are available on the website for individuals and organizations interested in memberships.

Residents typically become members to utilize the center's services and equipment. We also offer opportunities for those wishing to support the work of CMCM as supporting members but in practice active members tend to be users of the facility and equipment. The center hosts far more individuals and groups than just the active membership as the gallery and center is always open to the public.

2024-25 CMCM Membership

After a decline in membership during and after the pandemic we are seeing CMCM membership levels remain lower than we would like. Typically the center has between 300-400 members based on past reports.

CMCM Membership Totals

(July 1, 2024 through June 30, 2025)
Individual Members: 145
Student/Senior Members: 19/42
Organizational Members: 18
Total Membership for year: 224*
** Total membership reflects the annual total over the year.*

Hours of Operation

CMCM is open to the public:
Tuesday through Thursday 2:00–9:00 PM.
Friday and Saturday 11:00 AM–6:00 PM.

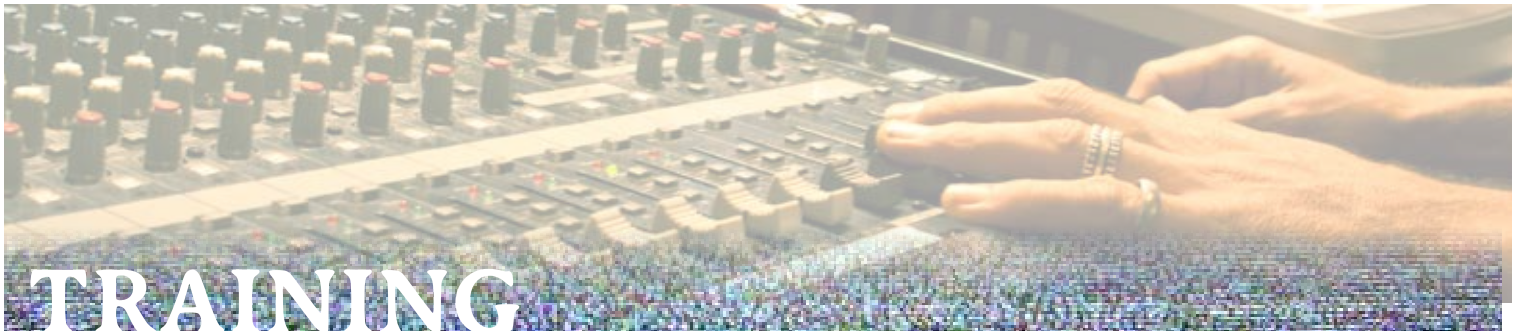
We are also open Mondays and weekday mornings for special productions with various city and county agencies.

224 members from all over Marin County

Individual Member Breakdown by City:

Corte Madera	4	Novato	42
Fairfax	17	West Marin	5
Forest Knolls	5	San Anselmo	15
Greenbrae	3	San Geronimo	3
Kentfield/Ross	6	San Rafael	63
Larkspur	7	Sausalito	14
Marin City	3	Tiburon	8
Mill Valley	17	Other	12

WHAT IS
MENTORING?



TRAINING

CMCM Certification and Training *(background)*

The 2024-25 fiscal year saw similar levels of course enrollment and trainings to last year. While still below pre-pandemic levels, the metrics are staying consistent though we'd always like to see increased numbers.

Marin residents who would like to participate in the creation of community media programming first attend a free monthly orientation at CMCM. If a resident decides to move forward, they can secure a membership and begin taking workshops toward equipment certification. Once certified in an area of expertise, they can freely reserve equipment for field use, editing time and studio time. Equipment reservations are made online via our website.

Training is intended to provide a basic working knowledge of the equipment at hand to get new producers started. Advanced and specialty courses are also offered to those wishing to further their knowledge and experience. Members with previous experience can opt to test out of full courses with a special orientation to determine proficiency and brief them on procedures.

CMCM also offers non-member courses for residents with seminars and workshops.

Studio Performance

2024-25 Core Workshops

Our Basic Core/Foundation courses, which are offered regularly, include:

Orientation (free): A 90-minute overview of CMCM and our basic services and offerings and a tour of the facility. Attendees are provided with a member handbook of policies and procedures that are reviewed in the orientation. *These are still offered online via Zoom.*

Basic Field Camera Production
($105): A three-session course (9 hours). Learn basic shooting, audio recording, and production skills to create quality programs.

Intro Final Cut Pro X or Davinci Resolve
($105): A three-session (9 hours) hands-on course that teaches students how to perform basic editing functions using either Final Cut Pro or Davinci Resolve.

Basic Studio Production
($140): A four-session course (12 hours) in studio production covering all aspects of the Marin TV studio.

Podcast Studio Production
($50) A single session course to learn the use of the smaller podcast studio.

Advanced and Special Courses

CMCM offers occasional workshops for scripting, lighting, camera framing and using Zoom as well as advanced courses. We also offer our popular 'Ask the Experts' series to help people develop advanced skills and to get back into producing community programming,

49 courses offered for 157 attendees

TRAINING

Training and Certification

Training was consistent with the previous year with some increase in course registrations and equipment usage.

Course	Classes offered	Attendance
Orientation	11 (1.5 hours)	184 enrollments
Basic Field Camera	6 (3 sessions, 9 hours)	22 enrollments
Final Cut/Da Vinci	9 (3 sessions, 9 hours)	33 enrollments
Studio Production	5 (4 sessions, 12 hours)	33 enrollments
Podcast Studio	8 (1 session)	10 enrollments
ATE&Student Workshops	10 (1 session)	59 enrollments
TOTAL	**49**	**157**

CMCM Equipment and Facility Usage

Marin residents who become CMCM members and pursue training to be certified in equipment usage can then reserve and check out equipment for free.

Equipment Available for Checkout:

1. 12 Sony X70 cameras with tripods, mics, batteries and flash recorders
2. 8 wireless microphone systems
3. 30 wired microphones, (lav, hand-held)
4. 4 field lighting kits
5. 2 BlackMagic ATEM switchers (studio in a box) with cables and peripherals

In-House Reserved Equipment:

1. 12 Mac Computer Edit Stations
2. Full HD Production studio (4-camera robotic digital studio)
3. Dub system (for transferring SVHS, Beta, U-matic, Hi8, DVCAM tapes to DVD or hard drive)
4. Podcast Studio for smaller productions with 1-2 guests and unlimited zoom guests.

Equipment Usage

Type	# Reservations	# Hours
Field Camera Kit	101	808
Tripod/Monopod	123	984
Microphones	70	560
Light Kits	36	288

Facility Usage

Studio Reservations	136	408
Multipurpose Room	40	120
Editing Lab	100	300
Dubbing System	30	90
Podcast Studio	89	267

THE CHANNELS

Programming Statistics - Background

CMCM operates Community Channel 26, Government Channel 27, and Education Channel 30 (launched in July 2010). The channels are promoted together as Marin TV. The following statistics detail programming information from July 1, 2024 to June 30th 2025. Currently the channels are available on Comcast, the AT&T U-verse system and streamed live on the internet at **www.marintv.org.** We plan to begin streaming our channels this year in full HD on Apple TV, Roku and Fire TV. The cable operators still downconvert PEG channels to lower resolution standard definition (SD).

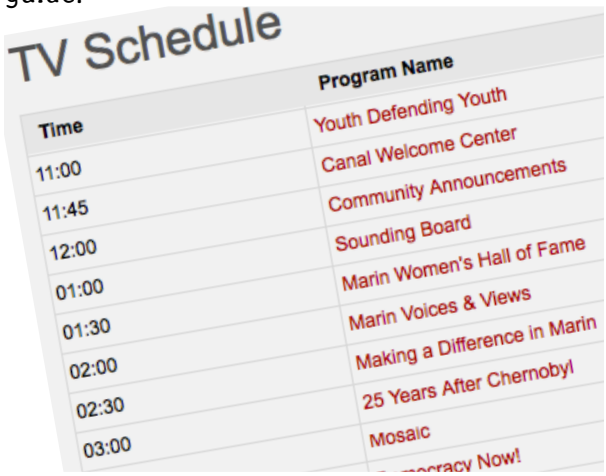
Scheduling Procedures

CMCM schedules the Community Channel quarterly, that is, we solicit applications and set programming times for regular series on a quarterly basis. Only Marin County residents may submit programming or request that other programming be aired. Regular series producers are sent renewal forms quarterly to renew their series and at that time may select their desired days and playback times. When scheduling, CMCM attempts to honor those requests if there are no pre-existing conflicts, but may also shift programming to days when related programming is also scheduled. CMCM is required to air every program submitted to the channel provided it does not violate programming policies, but the scheduling and frequency of the programming is determined by CMCM policies as set forth in the Member Handbook. All programs (except those containing mature content) will air twice, once in their scheduled evening time slot (if requested) and again in a scheduled afternoon time slot.

Programming Types

Programming is scheduled according to frequency. CMCM currently allows for daily, weekly, biweekly, and monthly series programs (daily programs must have new content daily). CMCM also accepts 'specials,' which are commonly 'one-off' programs of special events, short films, etc. While we accept any 'length' for a programming submission, those under 60 minutes are easiest to schedule during the more desirable evening hours of 7:00 – 11:00 pm. Programming of particular local interest (local issues and events) may also be retained and used as repeated 'fill' programming when no other programming is regularly scheduled. CMCM attempts to schedule all programming when it is timely and special submissions usually air the same week they are submitted.

Daily program schedules for all the Marin TV channels appear on air between programs and are available for the coming week on the **website**. CMCM also provides data on a weekly basis to Comcast vendors to carry the program schedules on that systems's cable program guide.



Program grids are online and on the Comcast guide

Utilization of Channel Time

CMCM schedules the Community, Government and Education Channels 24 hours a day, seven days a week. When no regular local programs are scheduled, the channel has run educational programming from FSTV, NASA TV, the Community Calendar and other academic sources.

There were 5540 programs/series for 8689 hours of community programming

COMMUNITY CHANNEL 26

The Community Channel (26) through June 30, 2025

With content that ranges from local events, films and documentaries, cooking, gardening, music, the arts, news and public affairs, the Community Channel cablecasts the widest variety of local programming specific to Marin County interests. There were 60 regular program series (weekly, biweekly or monthly) submitted or produced by local Marin residents. In addition, more than 2300 special programs scheduled on the channel. A breakdown of program categories is below. *Marin residents can submit programming online or in person during business hours..*

Arts		**Documentary**	
Total Episodes:	465	Total Episodes:	509
Total Airdates:	2976	Total Airdates:	1539
Educational		**International**	
Total Episodes:	341	Total Episodes:	52
Total Airdates:	976	Total Airdates:	112
News/Public Affairs		**Seniors**	
Total Episodes:	322	Total Episodes:	17
Total Airdates:	1242	Total Airdates:	45
Inspirational/Religious		**Comedy**	
Total Episodes:	178	Total Episodes:	162
Total Airdates:	386	Total Airdates:	456
Spiritual/Lifestyle		**LGBT**	
Total Episodes:	303	Total Episodes:	53
Total Airdates:	741	Total Airdates:	114
Health		**Performing Arts**	
Total Episodes:	539	Total Episodes:	70
Total Airdates:	1373	Total Airdates:	107
Children/Youth		**Sports**	
Total Episodes:	15	Total Episodes:	22
Total Airdates:	30	Total Airdates:	71
Entertainment		**PSAs**	
Total Episodes:	602	Total Episodes:	155
Total Airdates:	1826	Total Airdates:	7786
Political		**Community**	
Total Episodes:	158	Total Episodes:	1225
Total Airdates:	539	Total Airdates:	4798
Music		**Cultural**	
Total Episodes:	162	Total Episodes:	56
Total Airdates:	555	Total Airdates:	259

There were 753 programs/series for 8132 hours of government programming

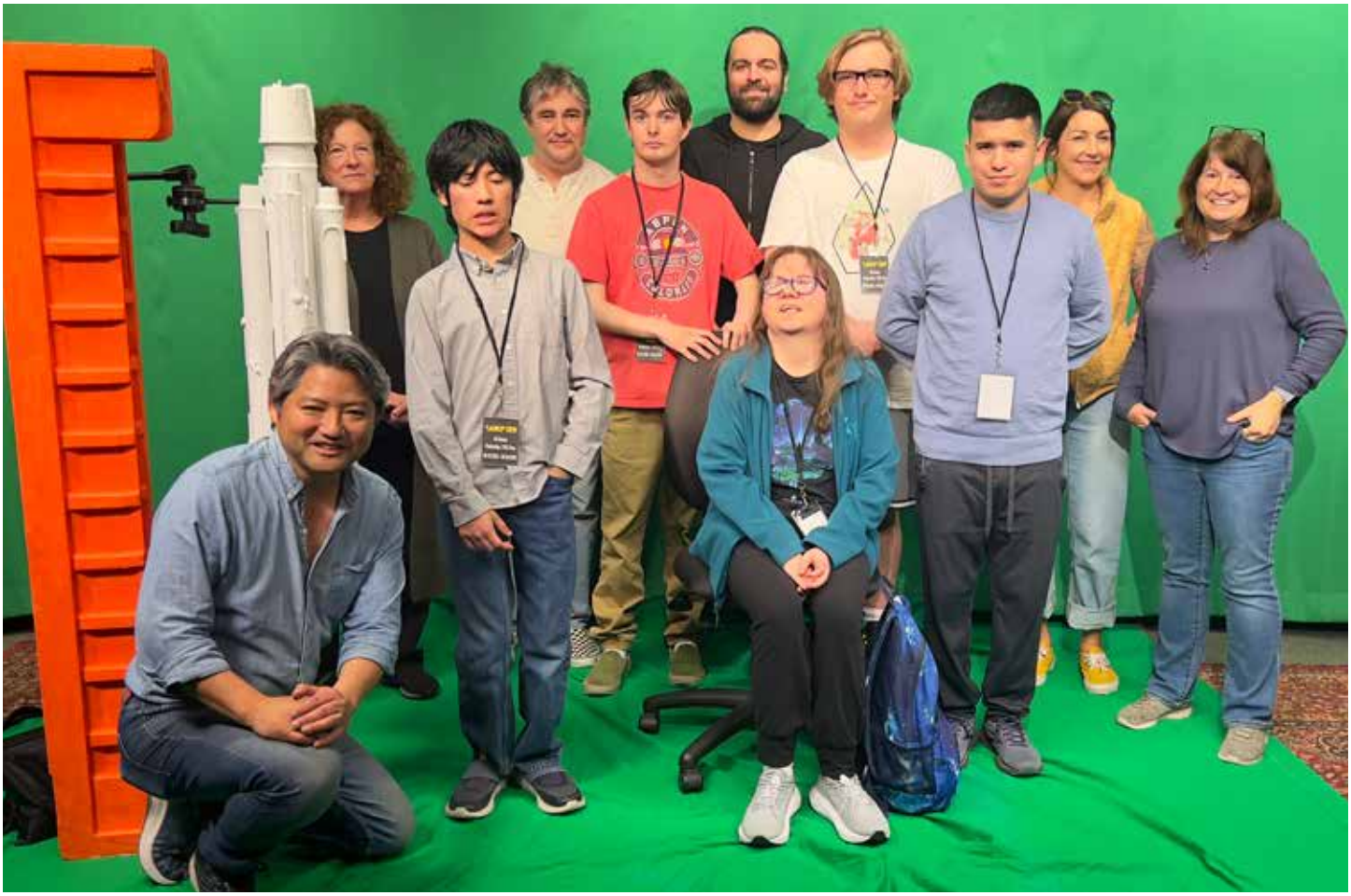
GOVERNMENT CHANNEL 27

The Government Channel (27) through June 30, 2025

There were 753 Government Programs for 8132 hours of programming on the Government Channel. Programs are generally government meetings with some cablecast live while others air on a delayed basis. CMCM now has equipment installed in 14 locations, including every city council chamber in Marin to cablecast/stream and record hybrid meetings. In addition, meetings from various County agencies are also recorded and carried on the channels, including those of Marin Clean Energy, LAFCO, RVSD, MMWD, MWPA, County Department of Aging, TAM and the Transit Authority. As the sheer amount of Government Channel programming continues to accumulate, many live meetings spill over onto Channel 30 to accommodate as many as possible.

The Government Channel carries daily blocks of programming consisting of a rotation of Public Service Announcements (PSA), Emergency Preparedness videos and other short-form content. Marin cities and agencies are encouraged to submit video content anytime they have programming available.

Government program	# airings	Government program	# airings
San Rafael City Council	173	Marin Clean Energy Board Meeting	91
San Rafael Special	32	Fairfax Town Council	97
San Rafael Planning Commission	104	Fairfax Planning Commission	94
Mill Valley City Council	138	Corte Madera Town Council	129
Mill Valley Planning Commission	71	Corte Madera Planning Commission	88
Mill Valley Parks and Recreation	44	Corte Madera Bicy/Ped Committee	10
Marin Municipal Water District Board	135	Corte Madera Special Community Meetings	100
Marin LAFCO Board Meeting	65	Sausalito City Council	142
San Anselmo Town Council	170	Sausalito Planning	60
San Anselmo Planning Commission	108	Ross Town Council	64
Marin County Parks and Open Space	27	Ross Valley Sanitary District Meeting	119
Marin County Board of Supervisors	137	Novato City Council	122
Marin County Planning Commission	68	Novato Planning Commission	88
Marin County Transit District	103	Tiburon Town Council	77
Transportation Authority of Marin	85	Tiburon Planning Commission	18
FireSafe Marin	748	Tiburon (other meetings)	49
Larkspur City Council	150	Huffman Town Hall	10
Larkspur Planning Commission	91		



Helix Workshop Group

Jared Huffman and Jamie Raskin Town Hall at College of Marin

There were 1373 programs/series for 8459 hours of educational programming

EDUCATION CHANNEL 30

The Education Channel (30) Through June 30, 2025

Through the 2024-2025 fiscal year, the Education Channel offerings were consistent with previous years providing much lifelong learning content for Marin residents. CMCM staff outreach to schools, universities, and non-profits to seek out additional educational programming. In addition to this local content, the channel also carries lecture courses from universities around the world as well as conferences of local interest. The channel also features freely acquired content from UCTV, UC Irvine, University of London, Cambridge, National Science Foundation and MIT. Additional content comes from INK Talks, TED Talks, the Commonwealth Club to name a few. The channel is additionally used for special programming featuring live specials, local conferences, symposiums, health-related programming and LWV Candidate Debates. Local institutions providing programming for the channel included Dominican University, Marin Academy, ComAcad, (cont. pg 14)

Selected Educational Programming by Topic Area

Marin ComAcad Total Episodes: 10 Total Airdates: 403	Hillsdale College Total Episodes: 12 Total Airdates: 730
UCTV Total Episodes: 52 Total Airdates: 510	Smithsonian Institute STEM Total Episodes: 67 Total Airdates: 294
UC Irvine Total Episodes: 19 Total Airdates: 374	LWV Marin Candiate Forums Total Episodes: 18 Total Airdates: 188
Open Yale Series Total Episodes: 43 Total Airdates: 372	Commonwealth Club Total Episodes: 17 Total Airdates: 52
UC Berkely Total Episodes: 46 Total Airdates: 2641	Marin Performing Stars Episodes: 3 Total Airdates: 21
University of London Total Episodes: 27 Total Airdates: 246	National Science Foundation Episodes: 10 Total Airdates: 485
Cambridge University Total Episodes: 33 Total Airdates: 518	National Gallery of Art Episodes: 20 Total Airdates: 321
MIT Open Courseware Total Episodes: 9 Total Airdates: 61	SF MOMA Episodes: 77 Total Airdates: 421

EDUCATION CHANNEL 30

Learn to Grow - Gardening
Total Episodes: 52
Total Airdates: 719

Garage with Steve Butler
Episodes: 39
Total Airdates: 293

First 5 California
Total Episodes: 1
Total Airdates: 4

Firesafe Marin
Episodes: 61
Total Airdates: 901

UC Berekley Programs
Total Episodes: 46
Total Airdates: 2683

Beach TV-CSULB
Episodes: 370
Total Airdates: 1031

Dominican Leadership Lecture Series
Total Episodes: 26
Total Airdates: 264

Democracy Now
Episodes: 260
Total Airdates: 260

Knowledgeable Aging
Total Episodes: 64
Total Airdates: 290

Learn To Grow
Episodes: 52
Total Airdates: 719

InkTalks
Total Episodes: 33
Total Airdates: 597

Bioneers
Episodes: 63
Total Airdates: 546

Ted Talks
Total Episodes: 9
Total Airdates: 37

Age Friendly Fairfax
Episodes: 4
Total Airdates: 14

Pop Tech
Total Episodes: 8
Total Airdates: 255

FUSE School
Episodes: 30
Total Airdates: 1422

Knight Foundation Lectures
Total Episodes: 5
Total Airdates: 13

Strata Archaeology Channel
Episodes: 12
Total Airdates: 104

GCF Learning
Episodes: 28
Total Airdates: 254

Koani Foundation
Episodes: 59
Total Airdates: 1044

Colour in Your Life
Episodes: 35
Total Airdates: 294

Marin Women's PAC
Episodes: 3
Total Airdates: 42

Jennie and Davis Woodworking
Episodes: 114
Total Airdates: 497

Chaos Computer Club Conference
Episodes: 12
Total Airdates: 157

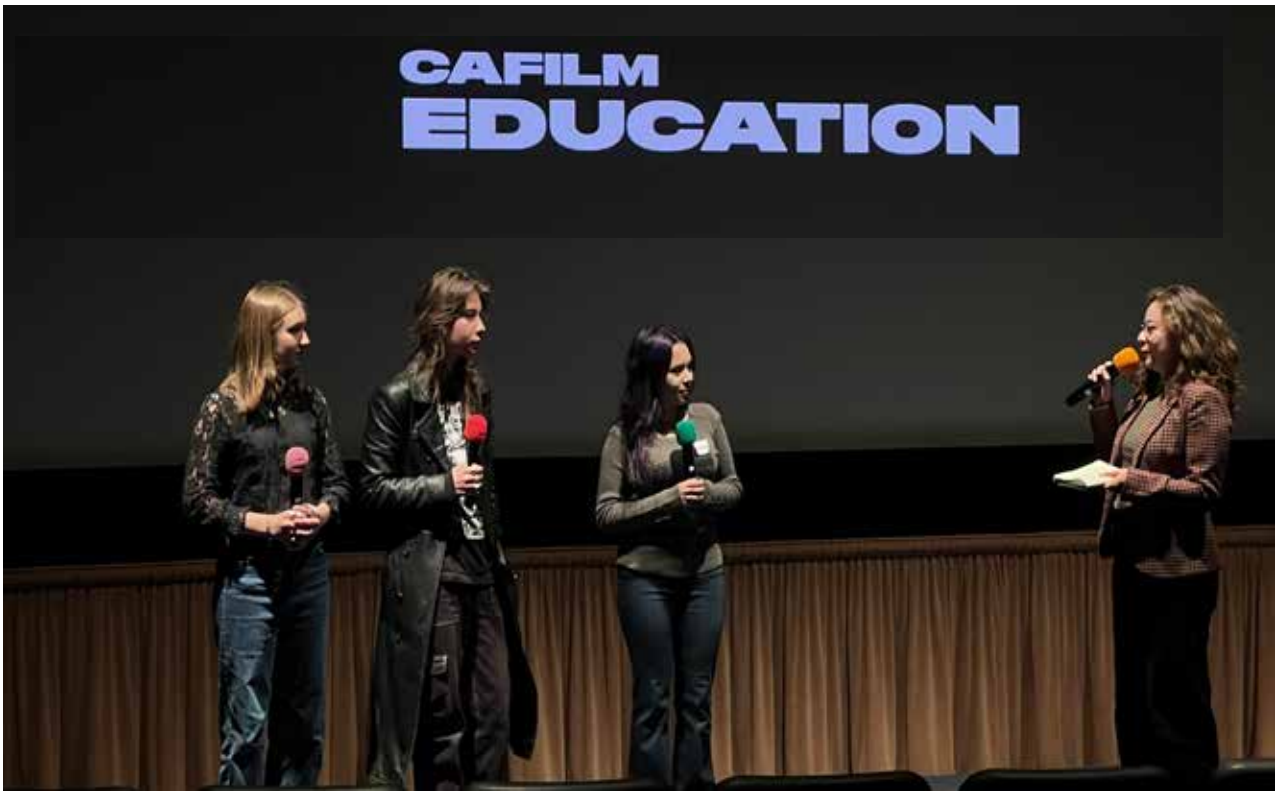
(cont.) **The Education Channel (30)**
Archie Williams HIgh, San Rafael High, Terra Linda High, Redwood High, and the Marin School for the Arts. We also produce and cablecast the High School Graduations live for Terra Linda and Archie Williams.

CMCM Education and Organizational Projects

CMCM's Education Program and Youth Media Projects continued to work out mutually beneficial projects with partner organizations and schools. Partnerships are designed to increase youth presence in the media center, whether it's incorporating students into existing trainings or securing funding for special youth-only trainings. Below are some specific examples of such projects and their outcomes during this past fiscal year.

Youth Media Academy

Last year CMCM was granted three years of funding via the Marin Community Foundation's Community Power Initiative. We are directing this funding toward our Youth Media Academy to strengthen the courses/curricula offerings and increase outreach to Marin's disadvantaged student community. In our launch this past summer, students learned field and studio production and post-production with editing workshops in a safe environment geared toward hands-on training and personal growth. With these skills they can continue to use the facilities of the media center to produce their own work.



CFI Workshop participants at the Rafael

CAFILM & Youth In Arts (YIA)
Every summer CMCM collaborates with CAFILM and Youth In Arts to host student film workshops. These multi-day series of youth workshops are facilitated by both CMCM and CAFILM instructors and take place at CMCM and the Rafael Theater. The films that have been produced are being showcased throughout Marin County and the Bay Area at festivals and events.

She Can (Youth Workshop)
This summer CMCM hosted and provided training for a special series of workshops with aspiring young girls working in media and story telling.

The Helix School
CMCM has worked with the Helix School serving special needs/abilities students to make short films through unique combination of video and craft building. This past summer, their collaborative film was nominated among thousands of applicants, showcased at the Marin County Fair.

MarinSEL Internship Education Program
The Marin School of Environmental Leadership, in partnership with Strategic Energy Innovations, maintains a flourishing school-community program out of Terra Linda High School. Students engage in project-based learning, many of which utilize media components. CMCM has been involved via a combination of guest lectures and hosting interns at the center.

Community Partnerships
Fire Safe Marin
Marin TV has been working together with Fire Safe Marin on their series called "Wildfire Watch". The programs showcase the best practices to prevent fires and what Fire Safe Marin has in place to handle fire safety across the board.

Performing Stars of Marin's Marin City 80th Anniversary Events
CMCM has worked with the Performing Stars of Marin to cover numerous events throughout the year for both the Marin City and Performing Stars anniversaries. The videos document special events and help to preserve an important part of Marin's history.

Congressman Jared Huffman
CMCM is always on call for Congressman Huffman when he comes to speak to his hometown constituents. This year we cablecast and streamed a huge town hall with Jared and Jamie Raskin from the College of Marin.

Community Production: Soil and Health Forum

PROGRAM HIGHLIGHTS

www.marintv.org

CMCM established a web presence at the very beginning of operations and has streamed the channels live and carried dynamic channel schedules since that time. The site continues to be managed entirely in-house by staff who implemented a new set of open source tools to better facilitate our daily operations. The main site also links out to the CMCM Facebook, Instagram and Twitter feeds.

Online Reservations

CMCM members reserve equipment, register for classes, and make payments directly through the site, which also tracks equipment usage and other necessary reporting data. This year we switched to a third party solution for class registration, equipment usage and membership.

On-Air Calendar

We've continued our **on-air calendar** for Marin non-profits, government agencies and others to post notice of local events on the channels. The calendar runs daily on every channel and has hundreds of posts each year. With our recently installed system, this will become greatly improved and more localized. To submit a listing, an individual just has to fill out a simple web form and the posting will go live to the channel - often the same day.

Marin TV On-Demand

CMCM's own on-demand video capability will improve for local programs thanks to the new master control system. The service is tied to our scheduling system and allows users to watch the programs on cable TV at a scheduled time or immediately online. The on-demand streams are full HD, unlike our cable signal which is currently SD. This year, Marin TV channels will also be available on Apple TV, ROKU and Amazon Fire.

Dias De Muertos in the Canal

COMMUNITY OUTREACH

CMCM Outreach and Publicity

This year, CMCM continued promoting the channels and the center to the general public and broader Marin constituencies in a number of ways:

- Continued on-air and online promotions for CMCM membership and support, special events and courses. CMCM also makes presentations to local groups.
- Continued outreach to the non-profit community for relevant co-production opportunities to bring their content to the channels.
- Coordinated increased visibility through local programming that we present on the channels through community partnerships.
- Continued regular e-mail blasts for CMCM-related programming and events, which are sent monthly.
- Continued Facebook, Twitter and social media usage, linking to our main website to cross-pollinate messaging through social media.
- CMCM board and members continued to organize bi-monthly online Media Mixers, and an Open House and a reception for local businesses.
- CMCM runs advertising in the Marin IJ and Pacific periodically as events necessitate.

Building Partnerships

CMCM partners with many organizations to assist in their projects and missions, including:

- CMCM continued to work with numerous other organizations as much as possible on a virtual basis, including The League of Women Voters, the Soroptimist International, CFI, MVFF, The Performing Stars of Marin, YWCA, MarinSEL and more.

Mill Valley Film Festival

Workshop at the media center

Upstairs of CMCM's new building housing 16 individual offices

FINANCES

CMCM Finances

CMCM came in $25K under budget for the fiscal year, and with greater than anticipated revenues. We reported $250K more in net surplus than what was projected. The higher revenues were primarily due to increased fee for service work, investment income and grant income higher than what was projected. The MGSA/Novato PEG fees remained fairly consistent with previous years but declines are ahead.

Having finished our city upgrades and new installations over previous years, our capital spending for city equipment was reduced with the majority of new purchases going toward the replacement of failing equipment and new encoders. With city equipment stabilized we were able to upgrade some equipment at the media center that was long overdue for attention. This included upgrading our entire master control with several new servers. Originally intended as a two-year upgrade it made more sense to complete the upgrade at one time. The new servers afford considerable more file storage and encoding capability which will help greatly with our ever increasing government workflows. CMCM provided staff operators for over 600 County and City meetings over the course of the fiscal year. We are one of only three PEG centers in the country providing such extensive service to multiple municipalities and agencies (most PEG centers serve only one city).

In bigger news, CMCM now proudly owns the building it has partially leased for 16 years. 819 A Street is in the heart of downtown San Rafael and is a 14,000 sq ft building with two 3,000 sq ft retail spaces on the first floor (CMCM occupies one) and 16 individual offices on the second floor. The building was on the market for over a year and as prices declined it reached the point where purchasing was an affordable opportunity that would provide long-term security for the organization. Our offer of 1.725M was accepted and we closed in February 2025 with a 475K down payment from our capital reserves which remain ample for future capital equipment purchases. We anticipate the rent roll of the building will increase steadily to offset tax and maintenance costs and eventually result in lower facility costs for CMCM compared with our original lease. If another buyer had purchased the building and forced CMCM out, we estimated our costs to relocate to be 400K with lease costs that likely would have doubled.

New edit stations at the Media Center

New Master Control Servers

Old Master Control Servers

FINANCES

Community Media Center of Marin
Statement of Activities
For the Period July 1, 2024 through June 30, 2025

INCOME	
Total PEG fees	$896.884
I-NET reimb.	$5134
Contrib./Grants	$34,738
Fee for Service	$230,096
Course Fees/Membership	$11,558
Investment Income	90,924
Total Income	**$1,269,335**
EXPENSES	
Facilities Lease/Util/Exp	$139,919
iNet Cost	$5134
Equipment purchase/repair/rental	$9194
Office/business expense	$8191
Prof. Services	$41,603
Advertising/Promotion	$2045
Event	$1088
Insurance	$22,825
Salaries	$523,553
Benefits/Payroll Tax	$150,350
Travel & Meetings	$6,678
Total Expenses	**$923,543**
Net Cash Surplus (before Capital Spending)	$253,206*
2024/25 Capital Spending Equipment	$82,585
2024/25 Building Down Payment	$473,311

Note: This statement is a summary of the activities of CMCM on a cash flow basis and is not intended to reflect generally accepted accounting principle. Complete financials are available via bi-annual fiscal audits.

FINANCES

819 A Street Building - Statement of Activities
For the Period Feb 1, 2025 through June 30, 2025

Below is an unaudited snapshot of profit/loss for our building ownership from the first months. We anticipate the accounting to settle into a more predictable rhythm after this first year passes and costs stabilize.

Revenue	**Total**
Rents Received	23,900
CMCM Rent Allocation	39,350
Uncategorized Income	1,830
Total Revenue	**$65,128**
Expenditures	
Mortgage Interest	32,544
Building Insurance	4,702
Property Tax, Building	4,285
Property Mgmt Expense	1,152
Accounting Services	2,335
Utilities	2,660
Supplies/Repairs	1,486
Janitorial Expense	2,500
Depreciation Expense - Bldg.	12,153
Total Expenditures	**$63,724**
Net Operating Revenue	**$1,403**

CMCM BOARD/STAFF

CMCM Staff 2024-25

Michael Eisenmenger - Executive Director (FTE)
Scott Ward - Gov. & Edu. Manager - (FTE)
Bill Dunphy – Director of Programs (FTE)
Omid Shamsapour - Director of Operations (FTE)
Evan Johnson - Comm. & Dev. Manager (PTE)
Justin Russell - Station Assistant / Instructor (PTE)
Jonah Nickolds - Station Assistant (PTE)
Emily Murotake - Station Assistant (PTE)
Sophie Martinez - Station Assistant (PTE)
Mike Healy - Station Assistant / Government Prod. (PTE)
Mary Keydash - Station Assistant / Government Prod. (PTE)
Thomas McAfee - Government Prod. (PTE)
Chris Gould - Government Prod. (PTE)
Damion Brown - Government Prod. (PTE)
Jordan Bloch - Government Prod. (PTE)
Eric Morey - Government Prod. (PTE)
Eden Miller - Government Prod. (PTE)
Bradford Flaharty - Facilities (PTE)
PTE staff average between 6-29 hrs per week.

CMCM Board Members

from July 2024 - June 2025
Cynthia Abbott *(board appointed)*
Curtis Aikens *(member elected)*
Bruce Bagnoli, *Chair (member elected)*
Susan Pascal Beran *Sec. (Arts seat)*
John Carroll *(MCOE seat)*
Barbara Coler *(MGSA seat)*
Gregg Clarke, *Vice Chair (board appointed)*
Nicole A. Cruz *(College of Marin seat)*
Carl Laur *(member elected)*
Larry Paul *(board appointed)*
Ginger Souders-Mason *(member elected)*
Karen Strolia *(business seat)*
Steven Tulsky *(nonprofit seat)*
Brad Van Alstyne *(Dominican seat)*
Michael Wolpert *(member elected)*
Robert Zadnik *(MGSA seat)*

CMCM DONORS

CMCM Supporters (fiscal year 2024-25)

We wish to thank all of our donors. Your support, at all levels, is key to the future of the Media Center and the preservation of the Marin TV channels.

Our Underwriters
Good Earth
Marin Sanitary

Media Mogul Supporter
Brian Foster
Stephen Fein
Bruce Baum
Barbara Coler

Media Benefactor Supporter
Lawrence Strick
Meritas Wealth Management

Media Advocate Supporter
Barbara Thornton
Steven Tulsky
Julian Sidon
Kramer Herzog
Ginger Souders-Mason

Critical Viewer Supporters
Cecely Barneson
Brian Jones
Fredda Kaplan
Barbara Bogard
Will Meecham

Special thanks to the staff and members of the MGSA for their essential support.
County of Marin • City of Belvedere • Town of Corte Madera • Town of Fairfax
Town of Mill Valley • Town of Ross • Town of San Anselmo • City of San Rafael
City of Sausalito • Town of Tiburon • Town of Ross • City of Larkspur • City of Novato
And, thanks to all our CMCM Members.

What is CMCM and Marin TV?
Marin TV provides Marin County with its own non-commercial community, educational and governmental cable channels. Available on Comcast 26, 27, 30, AT&T's U-verse 99 and on the web, the channels cablecast programming 24/7 to over 70,000 Marin households. We offer all residents of Marin access to low-cost training and the latest digital tools so they can create cable TV and online media. For schools, non-profits and government agencies, we provide special organizational services and fee-for-service production assistance.
Marin is watching Marin TV – are you what's on?

Our Goal:
The Community Media Center of Marin (CMCM) strengthens our communities through media by striving to educate and advance the way residents, schools and governments connect with one another.

Cm²

COMMUNITY MEDIA CENTER OF MARIN
819 A Street, Suite 21
San Rafael, CA 94901
415.721.0636
www.marintv.org

2024-25 ANNUAL REPORT

Cm²

marin tv

marintv
2018
FINALIST
marintv
SONY

CONTENTS

Community Media Center of Marin

Annual Report July 1, 2024 – June 30, 2025

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INTRODUCTION

November 2025

We are pleased to submit the 16th annual report for the Community Media Center of Marin for the period July 1, 2024 - June 30, 2025. This report represents the 17th year of the organization and the 16th full year of operations for the Community Media Center and Marin TV PEG channels. We began cablecasting June 15, 2009 and opened the Community Media Center to the public on June 30 of that same year.

Our 2024/25 fiscal year ended quite well. We completed a major upgrade to our master control facility. We continued to keep equipment in our 14 city and agency locations updated and operational. And finally, CMCM purchased the downtown San Rafael building that we have leased space in since our beginning. All big developments but ones that will help secure a sound financial future for the organization as we face whatever lies ahead.

Sincerely,

Michael Eisenmenger
Executive Director

BE THE CHANGE
YOU WANT TO SEE
marin tv
marin tv
CM
CM

THE MEDIA CENTER

CMCM Membership *(background)*

CMCM was formed as a membership organization with five member-elected board positions. CMCM holds the annual member meeting and elections for open positions in October.

CMCM annual membership costs continue at a $50 membership fee for individuals and $35 for students/seniors. Organizational memberships are also available. Membership enables residents to take courses (for modest fees) and when certified, use the equipment for free. Information and forms are available on the website for individuals and organizations interested in memberships.

Residents typically become members to utilize the center's services and equipment. We also offer opportunities for those wishing to support the work of CMCM as supporting members but in practice active members tend to be users of the facility and equipment. The center hosts far more individuals and groups than just the active membership as the gallery and center is always open to the public.

2024-25 CMCM Membership

After a decline in membership during and after the pandemic we are seeing CMCM membership levels remain lower than we would like. Typically the center has between 300-400 members based on past reports.

CMCM Membership Totals

(July 1, 2024 through June 30, 2025)
Individual Members: 145
Student/Senior Members: 19/42
Organizational Members: 18
Total Membership for year: 224*
** Total membership reflects the annual total over the year.*

Hours of Operation

CMCM is open to the public:
Tuesday through Thursday 2:00–9:00 PM.
Friday and Saturday 11:00 AM–6:00 PM.

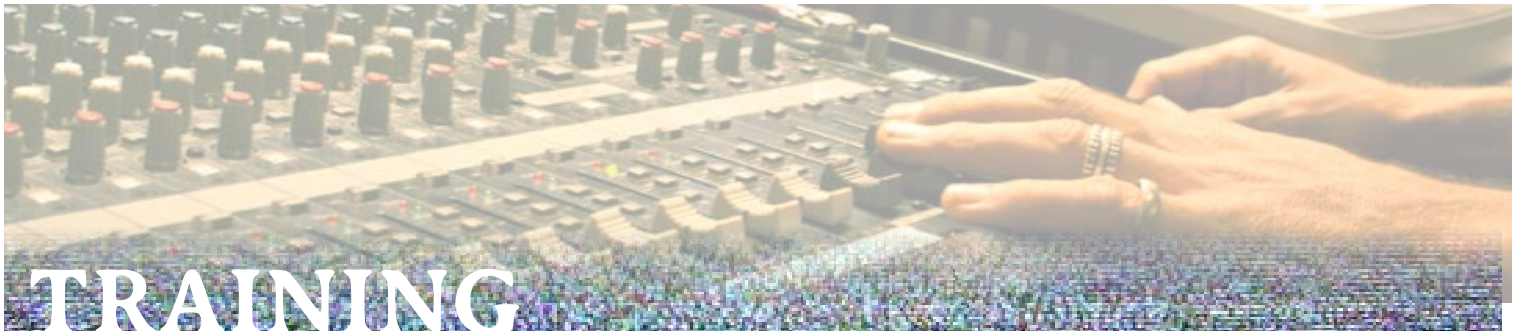
We are also open Mondays and weekday mornings for special productions with various city and county agencies.

224 members from all over Marin County

Individual Member Breakdown by City:

Corte Madera	4	Novato	42
Fairfax	17	West Marin	5
Forest Knolls	5	San Anselmo	15
Greenbrae	3	San Geronimo	3
Kentfield/Ross	6	San Rafael	63
Larkspur	7	Sausalito	14
Marin City	3	Tiburon	8
Mill Valley	17	Other	12

WHAT IS
MENTORING?



TRAINING

CMCM Certification and Training *(background)*

The 2024-25 fiscal year saw similar levels of course enrollment and trainings to last year. While still below pre-pandemic levels, the metrics are staying consistent though we'd always like to see increased numbers.

Marin residents who would like to participate in the creation of community media programming first attend a free monthly orientation at CMCM. If a resident decides to move forward, they can secure a membership and begin taking workshops toward equipment certification. Once certified in an area of expertise, they can freely reserve equipment for field use, editing time and studio time. Equipment reservations are made online via our website.

Training is intended to provide a basic working knowledge of the equipment at hand to get new producers started. Advanced and specialty courses are also offered to those wishing to further their knowledge and experience. Members with previous experience can opt to test out of full courses with a special orientation to determine proficiency and brief them on procedures.

CMCM also offers non-member courses for residents with seminars and workshops.

Studio Performance

2024-25 Core Workshops

Our Basic Core/Foundation courses, which are offered regularly, include:

Orientation (free): A 90-minute overview of CMCM and our basic services and offerings and a tour of the facility. Attendees are provided with a member handbook of policies and procedures that are reviewed in the orientation. *These are still offered online via Zoom.*

Basic Field Camera Production
($105): A three-session course (9 hours). Learn basic shooting, audio recording, and production skills to create quality programs.

Intro Final Cut Pro X or Davinci Resolve
($105): A three-session (9 hours) hands-on course that teaches students how to perform basic editing functions using either Final Cut Pro or Davinci Resolve.

Basic Studio Production
($140): A four-session course (12 hours) in studio production covering all aspects of the Marin TV studio.

Podcast Studio Production
($50) A single session course to learn the use of the smaller podcast studio.

Advanced and Special Courses

CMCM offers occasional workshops for scripting, lighting, camera framing and using Zoom as well as advanced courses. We also offer our popular 'Ask the Experts' series to help people develop advanced skills and to get back into producing community programming,

49 courses offered for 157 attendees

TRAINING

Training and Certification

Training was consistent with the previous year with some increase in course registrations and equipment usage.

Course	Classes offered	Attendance
Orientation	11 (1.5 hours)	184 enrollments
Basic Field Camera	6 (3 sessions, 9 hours)	22 enrollments
Final Cut/Da Vinci	9 (3 sessions, 9 hours)	33 enrollments
Studio Production	5 (4 sessions, 12 hours)	33 enrollments
Podcast Studio	8 (1 session)	10 enrollments
ATE&Student Workshops	10 (1 session)	59 enrollments
TOTAL	**49**	**157**

CMCM Equipment and Facility Usage

Marin residents who become CMCM members and pursue training to be certified in equipment usage can then reserve and check out equipment for free.

Equipment Available for Checkout:

1. 12 Sony X70 cameras with tripods, mics, batteries and flash recorders
2. 8 wireless microphone systems
3. 30 wired microphones, (lav, hand-held)
4. 4 field lighting kits
5. 2 BlackMagic ATEM switchers (studio in a box) with cables and peripherals

In-House Reserved Equipment:

1. 12 Mac Computer Edit Stations
2. Full HD Production studio (4-camera robotic digital studio)
3. Dub system (for transferring SVHS, Beta, U-matic, Hi8, DVCAM tapes to DVD or hard drive)
4. Podcast Studio for smaller productions with 1-2 guests and unlimited zoom guests.

Equipment Usage

Type	# Reservations	# Hours
Field Camera Kit	101	808
Tripod/Monopod	123	984
Microphones	70	560
Light Kits	36	288

Facility Usage

Studio Reservations	136	408
Multipurpose Room	40	120
Editing Lab	100	300
Dubbing System	30	90
Podcast Studio	89	267

THE CHANNELS

Programming Statistics - Background

CMCM operates Community Channel 26, Government Channel 27, and Education Channel 30 (launched in July 2010). The channels are promoted together as Marin TV. The following statistics detail programming information from July 1, 2024 to June 30th 2025. Currently the channels are available on Comcast, the AT&T U-verse system and streamed live on the internet at **www.marintv.org.** We plan to begin streaming our channels this year in full HD on Apple TV, Roku and Fire TV. The cable operators still downconvert PEG channels to lower resolution standard definition (SD).

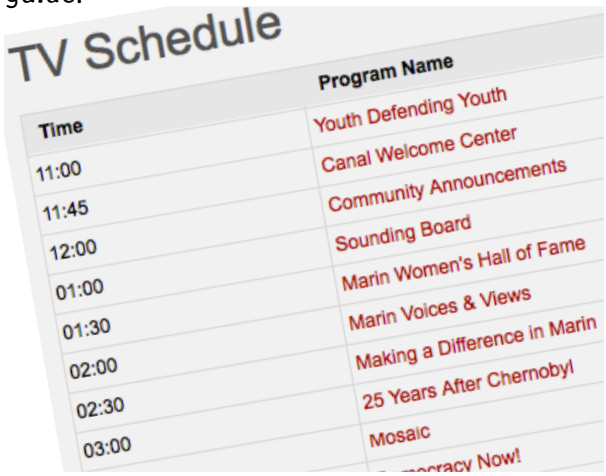
Scheduling Procedures

CMCM schedules the Community Channel quarterly, that is, we solicit applications and set programming times for regular series on a quarterly basis. Only Marin County residents may submit programming or request that other programming be aired. Regular series producers are sent renewal forms quarterly to renew their series and at that time may select their desired days and playback times. When scheduling, CMCM attempts to honor those requests if there are no pre-existing conflicts, but may also shift programming to days when related programming is also scheduled. CMCM is required to air every program submitted to the channel provided it does not violate programming policies, but the scheduling and frequency of the programming is determined by CMCM policies as set forth in the Member Handbook. All programs (except those containing mature content) will air twice, once in their scheduled evening time slot (if requested) and again in a scheduled afternoon time slot.

Programming Types

Programming is scheduled according to frequency. CMCM currently allows for daily, weekly, biweekly, and monthly series programs (daily programs must have new content daily). CMCM also accepts 'specials,' which are commonly 'one-off' programs of special events, short films, etc. While we accept any 'length' for a programming submission, those under 60 minutes are easiest to schedule during the more desirable evening hours of 7:00 – 11:00 pm. Programming of particular local interest (local issues and events) may also be retained and used as repeated 'fill' programming when no other programming is regularly scheduled. CMCM attempts to schedule all programming when it is timely and special submissions usually air the same week they are submitted.

Daily program schedules for all the Marin TV channels appear on air between programs and are available for the coming week on the **website**. CMCM also provides data on a weekly basis to Comcast vendors to carry the program schedules on that systems's cable program guide.



Program grids are online and on the Comcast guide

Utilization of Channel Time

CMCM schedules the Community, Government and Education Channels 24 hours a day, seven days a week. When no regular local programs are scheduled, the channel has run educational programming from FSTV, NASA TV, the Community Calendar and other academic sources.

There were 5540 programs/series for 8689 hours of community programming

COMMUNITY CHANNEL 26

The Community Channel (26) through June 30, 2025

With content that ranges from local events, films and documentaries, cooking, gardening, music, the arts, news and public affairs, the Community Channel cablecasts the widest variety of local programming specific to Marin County interests. There were 60 regular program series (weekly, biweekly or monthly) submitted or produced by local Marin residents. In addition, more than 2300 special programs scheduled on the channel. A breakdown of program categories is below. *Marin residents can submit programming online or in person during business hours..*

Arts		**Documentary**	
Total Episodes:	465	Total Episodes:	509
Total Airdates:	2976	Total Airdates:	1539
Educational		**International**	
Total Episodes:	341	Total Episodes:	52
Total Airdates:	976	Total Airdates:	112
News/Public Affairs		**Seniors**	
Total Episodes:	322	Total Episodes:	17
Total Airdates:	1242	Total Airdates:	45
Inspirational/Religious		**Comedy**	
Total Episodes:	178	Total Episodes:	162
Total Airdates:	386	Total Airdates:	456
Spiritual/Lifestyle		**LGBT**	
Total Episodes:	303	Total Episodes:	53
Total Airdates:	741	Total Airdates:	114
Health		**Performing Arts**	
Total Episodes:	539	Total Episodes:	70
Total Airdates:	1373	Total Airdates:	107
Children/Youth		**Sports**	
Total Episodes:	15	Total Episodes:	22
Total Airdates:	30	Total Airdates:	71
Entertainment		**PSAs**	
Total Episodes:	602	Total Episodes:	155
Total Airdates:	1826	Total Airdates:	7786
Political		**Community**	
Total Episodes:	158	Total Episodes:	1225
Total Airdates:	539	Total Airdates:	4798
Music		**Cultural**	
Total Episodes:	162	Total Episodes:	56
Total Airdates:	555	Total Airdates:	259

There were 753 programs/series for 8132 hours of government programming

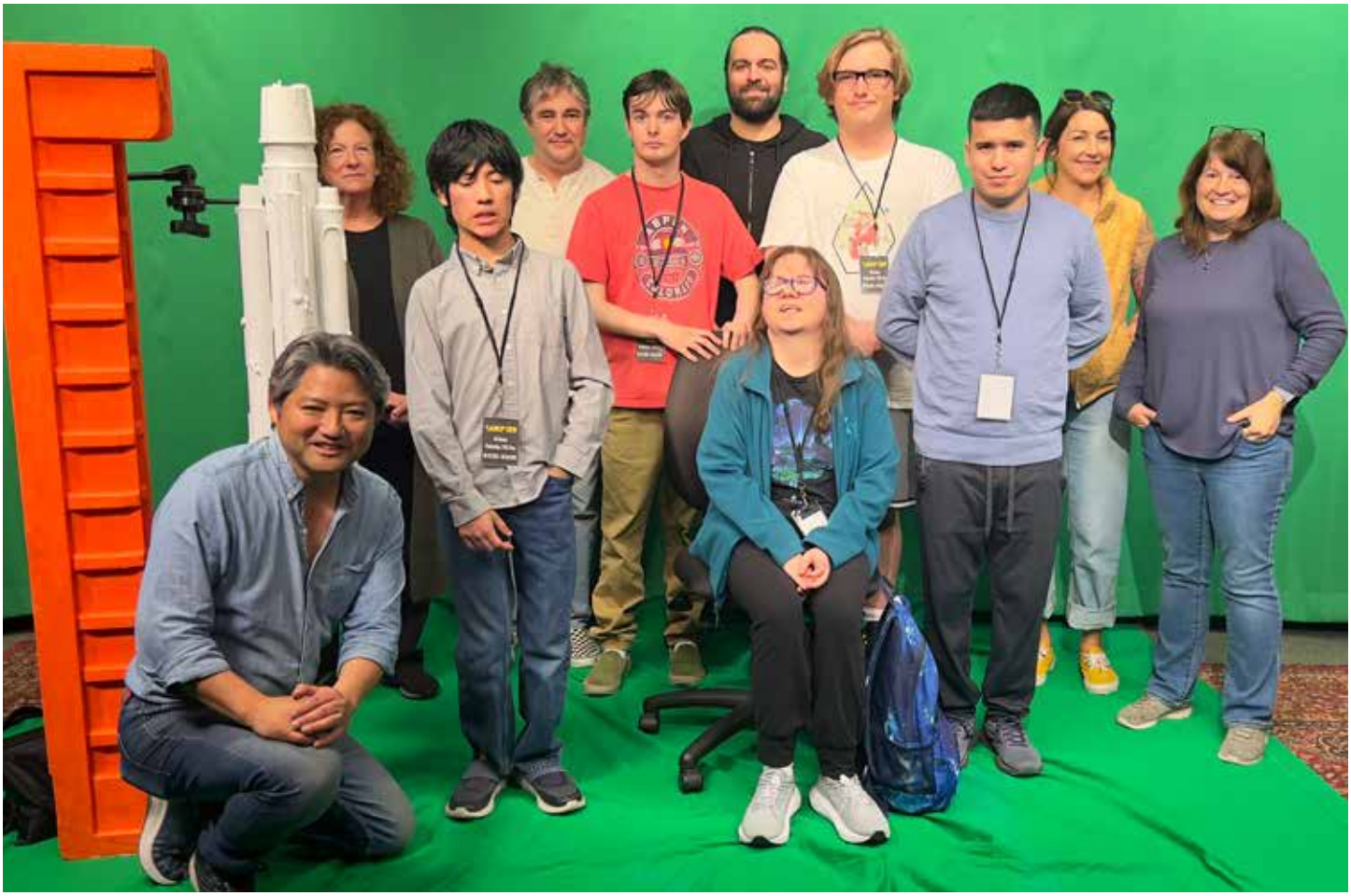
GOVERNMENT CHANNEL 27

The Government Channel (27) through June 30, 2025

There were 753 Government Programs for 8132 hours of programming on the Government Channel. Programs are generally government meetings with some cablecast live while others air on a delayed basis. CMCM now has equipment installed in 14 locations, including every city council chamber in Marin to cablecast/stream and record hybrid meetings. In addition, meetings from various County agencies are also recorded and carried on the channels, including those of Marin Clean Energy, LAFCO, RVSD, MMWD, MWPA, County Department of Aging, TAM and the Transit Authority. As the sheer amount of Government Channel programming continues to accumulate, many live meetings spill over onto Channel 30 to accommodate as many as possible.

The Government Channel carries daily blocks of programming consisting of a rotation of Public Service Announcements (PSA), Emergency Preparedness videos and other short-form content. Marin cities and agencies are encouraged to submit video content anytime they have programming available.

Government program	# airings	Government program	# airings
San Rafael City Council	173	Marin Clean Energy Board Meeting	91
San Rafael Special	32	Fairfax Town Council	97
San Rafael Planning Commission	104	Fairfax Planning Commission	94
Mill Valley City Council	138	Corte Madera Town Council	129
Mill Valley Planning Commission	71	Corte Madera Planning Commission	88
Mill Valley Parks and Recreation	44	Corte Madera Bicy/Ped Committee	10
Marin Municipal Water District Board	135	Corte Madera Special Community Meetings	100
Marin LAFCO Board Meeting	65	Sausalito City Council	142
San Anselmo Town Council	170	Sausalito Planning	60
San Anselmo Planning Commission	108	Ross Town Council	64
Marin County Parks and Open Space	27	Ross Valley Sanitary District Meeting	119
Marin County Board of Supervisors	137	Novato City Council	122
Marin County Planning Commission	68	Novato Planning Commission	88
Marin County Transit District	103	Tiburon Town Council	77
Transportation Authority of Marin	85	Tiburon Planning Commission	18
FireSafe Marin	748	Tiburon (other meetings)	49
Larkspur City Council	150	Huffman Town Hall	10
Larkspur Planning Commission	91		



Helix Workshop Group

Jared Huffman and Jamie Raskin Town Hall at College of Marin

There were 1373 programs/series for 8459 hours of educational programming

EDUCATION CHANNEL 30

The Education Channel (30) Through June 30, 2025

Through the 2024-2025 fiscal year, the Education Channel offerings were consistent with previous years providing much lifelong learning content for Marin residents. CMCM staff outreach to schools, universities, and non-profits to seek out additional educational programming. In addition to this local content, the channel also carries lecture courses from universities around the world as well as conferences of local interest. The channel also features freely acquired content from UCTV, UC Irvine, University of London, Cambridge, National Science Foundation and MIT. Additional content comes from INK Talks, TED Talks, the Commonwealth Club to name a few. The channel is additionally used for special programming featuring live specials, local conferences, symposiums, health-related programming and LWV Candidate Debates. Local institutions providing programming for the channel included Dominican University, Marin Academy, ComAcad, (cont. pg 14)

Selected Educational Programming by Topic Area

Marin ComAcad Total Episodes: 10 Total Airdates: 403	Hillsdale College Total Episodes: 12 Total Airdates: 730
UCTV Total Episodes: 52 Total Airdates: 510	Smithsonian Institute STEM Total Episodes: 67 Total Airdates: 294
UC Irvine Total Episodes: 19 Total Airdates: 374	LWV Marin Candiate Forums Total Episodes: 18 Total Airdates: 188
Open Yale Series Total Episodes: 43 Total Airdates: 372	Commonwealth Club Total Episodes: 17 Total Airdates: 52
UC Berkely Total Episodes: 46 Total Airdates: 2641	Marin Performing Stars Episodes: 3 Total Airdates: 21
University of London Total Episodes: 27 Total Airdates: 246	National Science Foundation Episodes: 10 Total Airdates: 485
Cambridge University Total Episodes: 33 Total Airdates: 518	National Gallery of Art Episodes: 20 Total Airdates: 321
MIT Open Courseware Total Episodes: 9 Total Airdates: 61	SF MOMA Episodes: 77 Total Airdates: 421

EDUCATION CHANNEL 30

Learn to Grow - Gardening
Total Episodes: 52
Total Airdates: 719

Garage with Steve Butler
Episodes: 39
Total Airdates: 293

First 5 California
Total Episodes: 1
Total Airdates: 4

Firesafe Marin
Episodes: 61
Total Airdates: 901

UC Berekley Programs
Total Episodes: 46
Total Airdates: 2683

Beach TV-CSULB
Episodes: 370
Total Airdates: 1031

Dominican Leadership Lecture Series
Total Episodes: 26
Total Airdates: 264

Democracy Now
Episodes: 260
Total Airdates: 260

Knowledgeable Aging
Total Episodes: 64
Total Airdates: 290

Learn To Grow
Episodes: 52
Total Airdates: 719

InkTalks
Total Episodes: 33
Total Airdates: 597

Bioneers
Episodes: 63
Total Airdates: 546

Ted Talks
Total Episodes: 9
Total Airdates: 37

Age Friendly Fairfax
Episodes: 4
Total Airdates: 14

Pop Tech
Total Episodes: 8
Total Airdates: 255

FUSE School
Episodes: 30
Total Airdates: 1422

Knight Foundation Lectures
Total Episodes: 5
Total Airdates: 13

Strata Archaeology Channel
Episodes: 12
Total Airdates: 104

GCF Learning
Episodes: 28
Total Airdates: 254

Koani Foundation
Episodes: 59
Total Airdates: 1044

Colour in Your Life
Episodes: 35
Total Airdates: 294

Marin Women's PAC
Episodes: 3
Total Airdates: 42

Jennie and Davis Woodworking
Episodes: 114
Total Airdates: 497

Chaos Computer Club Conference
Episodes: 12
Total Airdates: 157

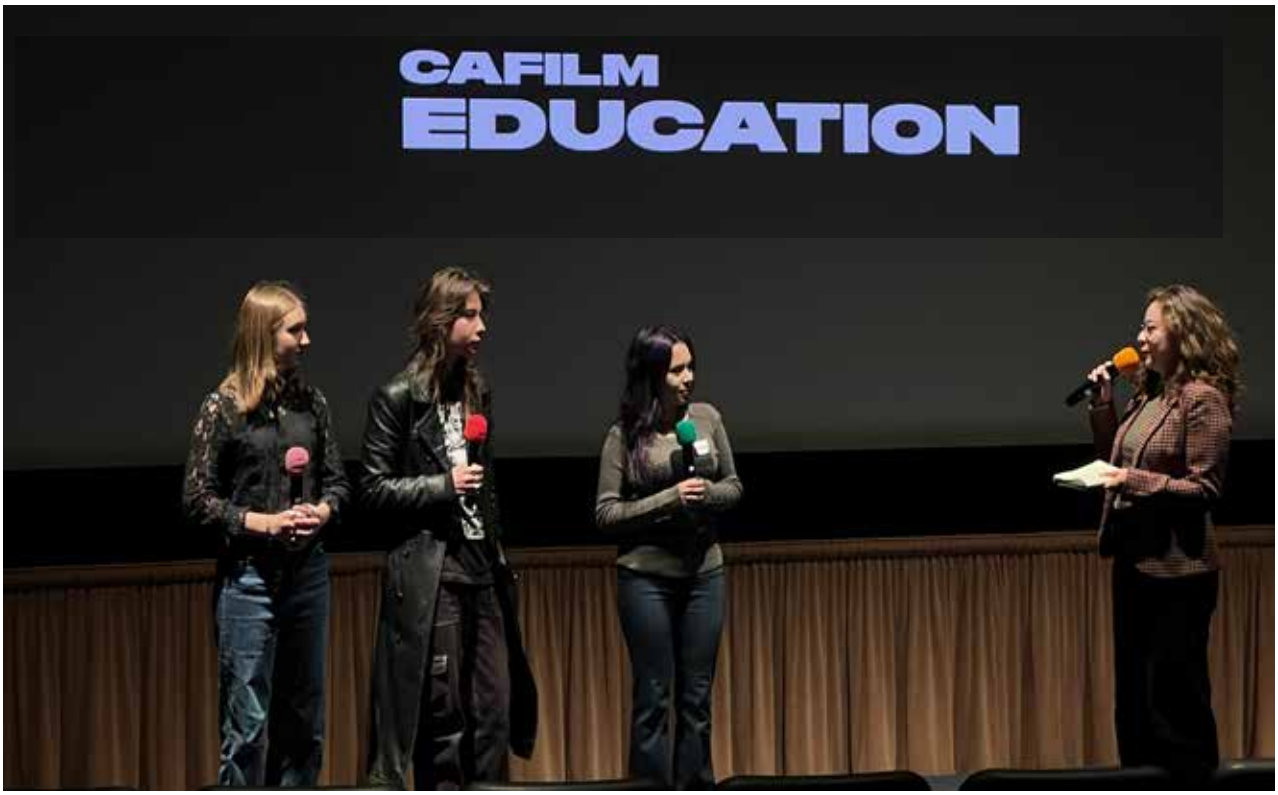
(cont.) **The Education Channel (30)**
Archie Williams HIgh, San Rafael High, Terra Linda High, Redwood High, and the Marin School for the Arts. We also produce and cablecast the High School Graduations live for Terra Linda and Archie Williams.

CMCM Education and Organizational Projects

CMCM's Education Program and Youth Media Projects continued to work out mutually beneficial projects with partner organizations and schools. Partnerships are designed to increase youth presence in the media center, whether it's incorporating students into existing trainings or securing funding for special youth-only trainings. Below are some specific examples of such projects and their outcomes during this past fiscal year.

Youth Media Academy

Last year CMCM was granted three years of funding via the Marin Community Foundation's Community Power Initiative. We are directing this funding toward our Youth Media Academy to strengthen the courses/curricula offerings and increase outreach to Marin's disadvantaged student community. In our launch this past summer, students learned field and studio production and post-production with editing workshops in a safe environment geared toward hands-on training and personal growth. With these skills they can continue to use the facilities of the media center to produce their own work.



CFI Workshop participants at the Rafael

CAFILM & Youth In Arts (YIA)
Every summer CMCM collaborates with CAFILM and Youth In Arts to host student film workshops. These multi-day series of youth workshops are facilitated by both CMCM and CAFILM instructors and take place at CMCM and the Rafael Theater. The films that have been produced are being showcased throughout Marin County and the Bay Area at festivals and events.

She Can (Youth Workshop)
This summer CMCM hosted and provided training for a special series of workshops with aspiring young girls working in media and story telling.

The Helix School
CMCM has worked with the Helix School serving special needs/abilities students to make short films through unique combination of video and craft building. This past summer, their collaborative film was nominated among thousands of applicants, showcased at the Marin County Fair.

MarinSEL Internship Education Program
The Marin School of Environmental Leadership, in partnership with Strategic Energy Innovations, maintains a flourishing school-community program out of Terra Linda High School. Students engage in project-based learning, many of which utilize media components. CMCM has been involved via a combination of guest lectures and hosting interns at the center.

Community Partnerships
Fire Safe Marin
Marin TV has been working together with Fire Safe Marin on their series called "Wildfire Watch". The programs showcase the best practices to prevent fires and what Fire Safe Marin has in place to handle fire safety across the board.

Performing Stars of Marin's Marin City 80th Anniversary Events
CMCM has worked with the Performing Stars of Marin to cover numerous events throughout the year for both the Marin City and Performing Stars anniversaries. The videos document special events and help to preserve an important part of Marin's history.

Congressman Jared Huffman
CMCM is always on call for Congressman Huffman when he comes to speak to his hometown constituents. This year we cablecast and streamed a huge town hall with Jared and Jamie Raskin from the College of Marin.

Community Production: Soil and Health Forum

PROGRAM HIGHLIGHTS

www.marintv.org

CMCM established a web presence at the very beginning of operations and has streamed the channels live and carried dynamic channel schedules since that time. The site continues to be managed entirely in-house by staff who implemented a new set of open source tools to better facilitate our daily operations. The main site also links out to the CMCM Facebook, Instagram and Twitter feeds.

Online Reservations

CMCM members reserve equipment, register for classes, and make payments directly through the site, which also tracks equipment usage and other necessary reporting data. This year we switched to a third party solution for class registration, equipment usage and membership.

On-Air Calendar

We've continued our **on-air calendar** for Marin non-profits, government agencies and others to post notice of local events on the channels. The calendar runs daily on every channel and has hundreds of posts each year. With our recently installed system, this will become greatly improved and more localized. To submit a listing, an individual just has to fill out a simple web form and the posting will go live to the channel - often the same day.

Marin TV On-Demand

CMCM's own on-demand video capability will improve for local programs thanks to the new master control system. The service is tied to our scheduling system and allows users to watch the programs on cable TV at a scheduled time or immediately online. The on-demand streams are full HD, unlike our cable signal which is currently SD. This year, Marin TV channels will also be available on Apple TV, ROKU and Amazon Fire.

Dias De Muertos in the Canal

COMMUNITY OUTREACH

CMCM Outreach and Publicity

This year, CMCM continued promoting the channels and the center to the general public and broader Marin constituencies in a number of ways:

- Continued on-air and online promotions for CMCM membership and support, special events and courses. CMCM also makes presentations to local groups.
- Continued outreach to the non-profit community for relevant co-production opportunities to bring their content to the channels.
- Coordinated increased visibility through local programming that we present on the channels through community partnerships.
- Continued regular e-mail blasts for CMCM-related programming and events, which are sent monthly.
- Continued Facebook, Twitter and social media usage, linking to our main website to cross-pollinate messaging through social media.
- CMCM board and members continued to organize bi-monthly online Media Mixers, and an Open House and a reception for local businesses.
- CMCM runs advertising in the Marin IJ and Pacific periodically as events necessitate.

Building Partnerships

CMCM partners with many organizations to assist in their projects and missions, including:

- CMCM continued to work with numerous other organizations as much as possible on a virtual basis, including The League of Women Voters, the Soroptimist International, CFI, MVFF, The Performing Stars of Marin, YWCA, MarinSEL and more.

Mill Valley Film Festival

Workshop at the media center

Upstairs of CMCM's new building housing 16 individual offices

FINANCES

CMCM Finances

CMCM came in $25K under budget for the fiscal year, and with greater than anticipated revenues. We reported $250K more in net surplus than what was projected. The higher revenues were primarily due to increased fee for service work, investment income and grant income higher than what was projected. The MGSA/Novato PEG fees remained fairly consistent with previous years but declines are ahead.

Having finished our city upgrades and new installations over previous years, our capital spending for city equipment was reduced with the majority of new purchases going toward the replacement of failing equipment and new encoders. With city equipment stabilized we were able to upgrade some equipment at the media center that was long overdue for attention. This included upgrading our entire master control with several new servers. Originally intended as a two-year upgrade it made more sense to complete the upgrade at one time. The new servers afford considerable more file storage and encoding capability which will help greatly with our ever increasing government workflows. CMCM provided staff operators for over 600 County and City meetings over the course of the fiscal year. We are one of only three PEG centers in the country providing such extensive service to multiple municipalities and agencies (most PEG centers serve only one city).

In bigger news, CMCM now proudly owns the building it has partially leased for 16 years. 819 A Street is in the heart of downtown San Rafael and is a 14,000 sq ft building with two 3,000 sq ft retail spaces on the first floor (CMCM occupies one) and 16 individual offices on the second floor. The building was on the market for over a year and as prices declined it reached the point where purchasing was an affordable opportunity that would provide long-term security for the organization. Our offer of 1.725M was accepted and we closed in February 2025 with a 475K down payment from our capital reserves which remain ample for future capital equipment purchases. We anticipate the rent roll of the building will increase steadily to offset tax and maintenance costs and eventually result in lower facility costs for CMCM compared with our original lease. If another buyer had purchased the building and forced CMCM out, we estimated our costs to relocate to be 400K with lease costs that likely would have doubled.

New edit stations at the Media Center

New Master Control Servers

Old Master Control Servers

FINANCES

Community Media Center of Marin
Statement of Activities
For the Period July 1, 2024 through June 30, 2025

INCOME	
Total PEG fees	$896.884
I-NET reimb.	$5134
Contrib./Grants	$34,738
Fee for Service	$230,096
Course Fees/Membership	$11,558
Investment Income	90,924
Total Income	**$1,269,335**
EXPENSES	
Facilities Lease/Util/Exp	$139,919
iNet Cost	$5134
Equipment purchase/repair/rental	$9194
Office/business expense	$8191
Prof. Services	$41,603
Advertising/Promotion	$2045
Event	$1088
Insurance	$22,825
Salaries	$523,553
Benefits/Payroll Tax	$150,350
Travel & Meetings	$6,678
Total Expenses	**$923,543**
Net Cash Surplus (before Capital Spending)	$253,206*
2024/25 Capital Spending Equipment	$82,585
2024/25 Building Down Payment	$473,311

Note: This statement is a summary of the activities of CMCM on a cash flow basis and is not intended to reflect generally accepted accounting principle. Complete financials are available via bi-annual fiscal audits.

FINANCES

819 A Street Building - Statement of Activities
For the Period Feb 1, 2025 through June 30, 2025

Below is an unaudited snapshot of profit/loss for our building ownership from the first months. We anticipate the accounting to settle into a more predictable rhythm after this first year passes and costs stabilize.

Revenue	**Total**
Rents Received	23,900
CMCM Rent Allocation	39,350
Uncategorized Income	1,830
Total Revenue	**$65,128**
Expenditures	
Mortgage Interest	32,544
Building Insurance	4,702
Property Tax, Building	4,285
Property Mgmt Expense	1,152
Accounting Services	2,335
Utilities	2,660
Supplies/Repairs	1,486
Janitorial Expense	2,500
Depreciation Expense - Bldg.	12,153
Total Expenditures	**$63,724**
Net Operating Revenue	**$1,403**

CMCM BOARD/STAFF

CMCM Staff 2024-25

Michael Eisenmenger - Executive Director (FTE)
Scott Ward - Gov. & Edu. Manager - (FTE)
Bill Dunphy – Director of Programs (FTE)
Omid Shamsapour - Director of Operations (FTE)
Evan Johnson - Comm. & Dev. Manager (PTE)
Justin Russell - Station Assistant / Instructor (PTE)
Jonah Nickolds - Station Assistant (PTE)
Emily Murotake - Station Assistant (PTE)
Sophie Martinez - Station Assistant (PTE)
Mike Healy - Station Assistant / Government Prod. (PTE)
Mary Keydash - Station Assistant / Government Prod. (PTE)
Thomas McAfee - Government Prod. (PTE)
Chris Gould - Government Prod. (PTE)
Damion Brown - Government Prod. (PTE)
Jordan Bloch - Government Prod. (PTE)
Eric Morey - Government Prod. (PTE)
Eden Miller - Government Prod. (PTE)
Bradford Flaharty - Facilities (PTE)
PTE staff average between 6-29 hrs per week.

CMCM Board Members

from July 2024 - June 2025
Cynthia Abbott *(board appointed)*
Curtis Aikens *(member elected)*
Bruce Bagnoli, *Chair (member elected)*
Susan Pascal Beran *Sec. (Arts seat)*
John Carroll *(MCOE seat)*
Barbara Coler *(MGSA seat)*
Gregg Clarke, *Vice Chair (board appointed)*
Nicole A. Cruz *(College of Marin seat)*
Carl Laur *(member elected)*
Larry Paul *(board appointed)*
Ginger Souders-Mason *(member elected)*
Karen Strolia *(business seat)*
Steven Tulsky *(nonprofit seat)*
Brad Van Alstyne *(Dominican seat)*
Michael Wolpert *(member elected)*
Robert Zadnik *(MGSA seat)*

CMCM DONORS

CMCM Supporters (fiscal year 2024-25)

We wish to thank all of our donors. Your support, at all levels, is key to the future of the Media Center and the preservation of the Marin TV channels.

Our Underwriters
Good Earth
Marin Sanitary

Media Mogul Supporter
Brian Foster
Stephen Fein
Bruce Baum
Barbara Coler

Media Benefactor Supporter
Lawrence Strick
Meritas Wealth Management

Media Advocate Supporter
Barbara Thornton
Steven Tulsky
Julian Sidon
Kramer Herzog
Ginger Souders-Mason

Critical Viewer Supporters
Cecely Barneson
Brian Jones
Fredda Kaplan
Barbara Bogard
Will Meecham

Special thanks to the staff and members of the MGSA for their essential support.
County of Marin • City of Belvedere • Town of Corte Madera • Town of Fairfax
Town of Mill Valley • Town of Ross • Town of San Anselmo • City of San Rafael
City of Sausalito • Town of Tiburon • Town of Ross • City of Larkspur • City of Novato
And, thanks to all our CMCM Members.

What is CMCM and Marin TV?
Marin TV provides Marin County with its own non-commercial community, educational and governmental cable channels. Available on Comcast 26, 27, 30, AT&T's U-verse 99 and on the web, the channels cablecast programming 24/7 to over 70,000 Marin households. We offer all residents of Marin access to low-cost training and the latest digital tools so they can create cable TV and online media. For schools, non-profits and government agencies, we provide special organizational services and fee-for-service production assistance.
Marin is watching Marin TV – are you what's on?

Our Goal:
The Community Media Center of Marin (CMCM) strengthens our communities through media by striving to educate and advance the way residents, schools and governments connect with one another.

Cm²

COMMUNITY MEDIA CENTER OF MARIN
819 A Street, Suite 21
San Rafael, CA 94901
415.721.0636
www.marintv.org

Agenda Item F

Marin General Services Authority

900 Fifth Avenue, Suite 100
San Rafael, CA 94901
415.446.4428
maringsa.com

MEMORANDUM

DATE: November 13, 2025

TO: MGSA Board of Directors

FROM: Adam McGill, Executive Officer

SUBJECT: Marin Map Needs Assessment and Move Forward Reports

Recommendation

It is recommended that the Board of Directors establish an Ad Hoc Committee to review the Marin Map Assessment Reports in greater detail and provide recommendations to the MGSA Board regarding potential program modifications, enhancements, or other related activities.

Discussion

A GIS Needs Assessment Report and a Move Forward Strategy Report for Marin Map were both recently completed by outside consultants, Geographic Information System Services. The reports are both attached as exhibits to this report. These reports were commissioned by the MGSA Board of Directors some time ago, as it was recognized that our current structural format, technology, governance, resources, and funding are unlikely to be sustainable or deliver the best product for our member agencies. The assessments concur with this.

Based on a review of the reports, the policy questions for the MGSA Board are –

1. What should the future Governance / Structure look like?
2. Program Director Succession Plan.
3. Is the funding method sustainable and sufficient to meet future needs/challenges?
4. How will we address rapid innovations in real time?
5. Who and how do we support members with Help Desk or more complex requests?
6. The contract with Marin County is outdated.
7. Should Marin Map dissolve in its current form, and the County IT take over with a new funding methodology?

These reports are comprehensive and highly technical, with a broad array of recommendations, understandings, and details that may or may not align with our existing Marin Map program, operations, capabilities, resources, or local user activities. These reports now require extensive technical review from a local "on the ground" perspective to determine what makes the most sense for Marin Maps' member agencies.

As such, it is recommended that the Board accept these reports as "Final" from the consultants and now identify how best to use them and act on any recommendations. To accomplish these next steps, it is recommended the Board establish an Ad Hoc Marin Map study group consisting of:

- At least two MGSA Board Members (no more than 3)
- MGSA Executive Officer
- Marin Map Program Director
- County IT Services Representative
- County CEO's office Representative
- Marin Map SME (no more than 2, selected by MGSA EO)

Attachments:
F1 Marin Map Needs Assessment Report
F2 Marin Map Move Forward Report

GIS Needs Assessment Report

Marin General Services Authority - MarinMap

Geographic Information System Services

GEOGRAPHIC TECHNOLOGIES GROUP®
Beyond Location Intelligence

888.757.4222

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definition of ACRONYMS

- **AGOL –** ArcGIS Online
- **Esri –** Environmental Systems Research Institute
- **FGDB –** File geodatabase (.fgdb) – used in Esri software
- **GIS** – Geographic Information System
- **GTG** – Geographic Technologies Group, Inc.®
- **IST –** Information Systems and Technology
- **JEPA** – Joint Exercise of Powers Agreement
- **LAFCo** – Local Agency Formation Commission
- **MDB –** Microsoft Access database file (.mdb)
- **MGSA** – Marin General Services Authority
- **MMA –** Marin Manager's Association
- **MMWD –** Marin Municipal Water District
- **MPWA –** Marin Public Works Association
- **SDE –** Spatial Database Engine
- **SQL –** Structured Query Language
- **VOC** – Voice of the Customer

Project Overview

Introduction

The Marin General Services Authority (MGSA) enlisted Geographic Technologies Group, Inc.® (GTG) to conduct an independent, objective assessment of the current MarinMap program. This evaluation provides an impartial review of the organization's services, governing policies, and structure, identifying opportunities for program improvements. The assessment aims to identify the region's current capabilities, gaps, and future needs to chart a path forward and assist in determining the best position for the Authority and the MarinMap program. The goal is to identify the current state of the MarinMap program that will lend itself to recommendations in a subsequent Move Forward Strategy document. The Needs Assessment is prepared to ensure that future decisions are grounded in a shared understanding of the region's needs. **The following principles are used to guide the preparation of the Needs Assessment and path forward:**

- Review the principles of the Joint Exercise of Powers Agreement (JEPA) of a shared GIS to meet the needs of the public.
- Align with Open Data standards, promoting transparency and community access to information.
- Evaluate and provide direction on the efficient storage and access of shared GIS data and associated metadata, including SQL databases, FGDBs, MDBs, Enterprise Datastores, Shapefiles, and web services.
- Maintain a regional perspective that balances individual agency needs with overall regional priorities and business needs.
- Assess and recommend options for the organization and deployment of GIS resources consistent with successful municipal models.

Methodology

GTG organized the Scope of Work into four (4) tasks or objectives to properly evaluate the program and provide meaningful recommendations.

The first task in this process was to provide an *Educational Webinar* designed to educate various MGSA stakeholder groups about what GIS was, is, and can be. The webinar focused on the ever-growing capabilities of GIS, the power of its technology, and how the technology can further benefit MGSA members and stakeholders. Additionally, the webinar focused on MarinMap, its history, current services and capabilities, and what a fully utilized system may look like.

Subsequent to the *Educational Webinar*, Task Two focused on the development of an online questionnaire, or the *Voice of the Customer (VoC) survey*, that was used to gather existing conditions, select stakeholder information, and future service needs from the respondents. A compilation and analysis of the online survey results was completed and delivered as the *Voice of the Customer report*.

Further information gathering conducted in Task Three included MarinMap *Stakeholder Interviews*. These interviews focused on gathering information about MarinMap service delivery needs, system architecture, and technology frameworks, along with partner interactions and related requirements.

Interviews conducted as part of this effort included:

- MarinMap Executive Sub-Committee
- MarinMap Program Director and GIS Contractor

- Marin County Information Technology Department
- Marin Public Works Association (MPWA)
- Marin Manager's Association (MMA)

The associated report (the *GIS Needs Assessment*) will leverage information gathered from the above-described project tasks and identify current MarinMap needs. These needs will subsequently result in recommendations to improve service levels and modernize MarinMap's regional effort to ensure a sustainable future, via the *Move Forward Strategy* report (Task 4).

Existing Conditions

Current Operations

The Existing Conditions chapter presents a summary of key findings from Task Two, which involved the development and deployment of an online questionnaire known as the Voice of the Customer (VoC) survey, and the information-gathering conducted during Task Three, which included a series of targeted stakeholder interviews designed to explore MarinMap's service delivery requirements, system architecture, technology frameworks, and partner interactions. Participants provided valuable insights into how MarinMap services are currently utilized, where gaps may exist, and what enhancements could improve regional service delivery. The compiled responses serve as a foundational input to this chapter's assessment of MarinMap's current operations.

Scope and Purpose

MarinMap was originally established as a committee, then as a JEPA under the Marin Telecommunications Authority and subsequently under the MGSA. It facilitates the coordination and development of a shared Geographic Information System to meet the informational needs of the public and each Member Agency cost-effectively and efficiently.[1] Through centralized GIS services, MarinMap aims to achieve the following goals:

- Provide improved customer service to customers seeking geographical information;
- Reduce the cost of service to taxpayers and ratepayers;
- Improve infrastructure maintenance;
- Enhance emergency response and disaster planning;
- Reduce negative environmental impacts and manage natural resources;
- Provide the opportunity for better decision-making; and

[1] Appendix B: MMP JEPA-II_10-25-07 FINAL VERS-with SASM (2)

- Encourage cooperation among public agencies, reducing redundancies, improving efficiency, and minimizing conflicts.

The intent of MarinMap is to provide specialized applications and an online platform that benefit users, enabling them to view and analyze centralized data for informed decision-making and collaboration, and perform common and necessary business activities.

Program Structure and Governance

MarinMap is comprised of numerous local public agencies within Marin County, CA. The group is contractually governed through a Joint Exercise of Power Agreement (JEPA) that is managed by MGSA, a Joint Powers Authority. The JEPA is a contractual agreement between public agencies to jointly exercise their powers and collaborate/share resources for a common goal more efficiently. MGSA has a governing board consisting of four Town/City Managers, the County Administrative Officer or his/her designee, and two Public Works Directors.

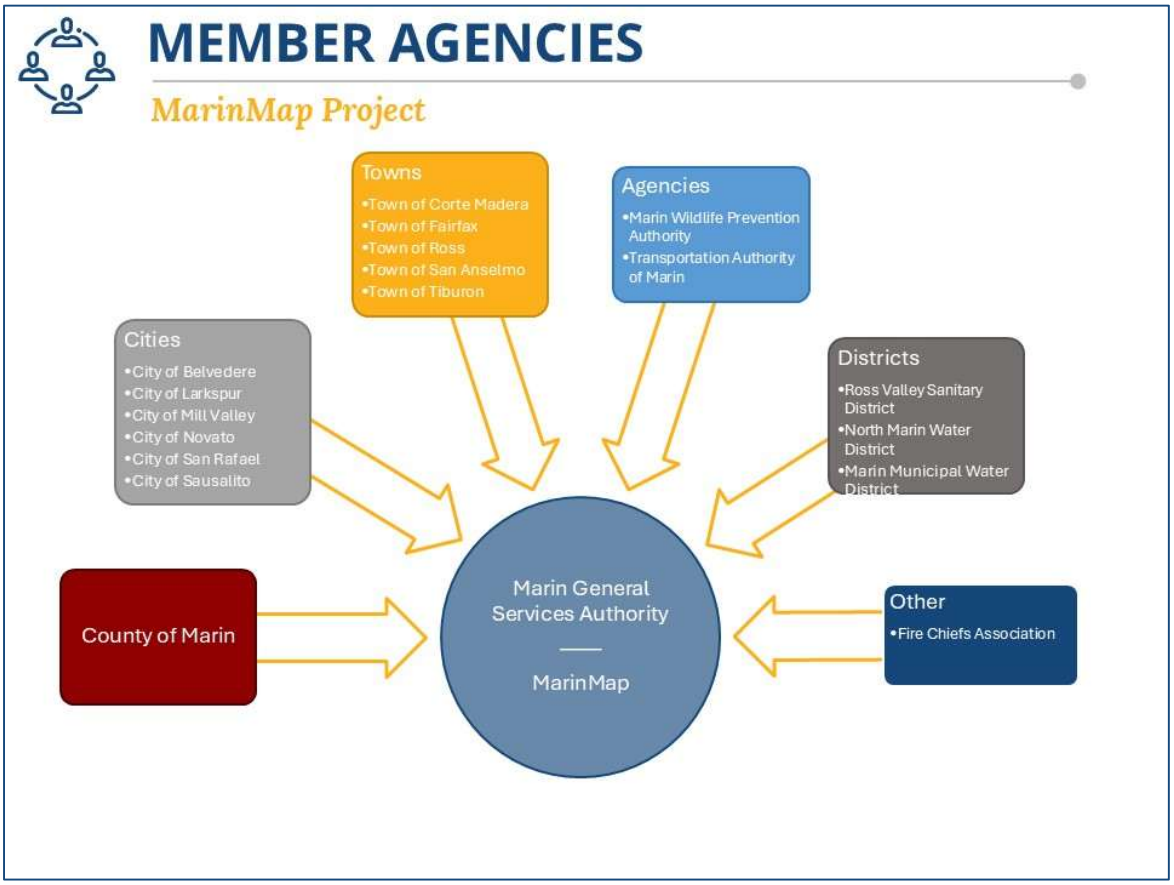


Figure 1: MarinMap Member Agencies

Resource Allocation and Utilization

The MGSA Executive Director and MarinMap Program Director[2] are contracted through MGSA to guide the day-to-day functions of the MarinMap Project. Additionally, technical support is provided by the County of Marin's Information Services and Technology Department, and GIS support by a GIS contractor.

Duties for the Program Director include hosting Steering Committee and Executive Committee meetings, fielding questions and input regarding policy vs technical questions, approving and distributing technical requests to the GIS contractor, periodically responding to the Marin County Grand Jury[3] to verify how they expend the JEPA funds, and tending to other various data-related questions or issues. The Program Director's duties are not meant to be as a GIS expert but rather as an administrator of operations, development, and oversight of budgets and expenditures, conflict resolution, interpretation of roles, responsibilities, and policies, contract management, member and non-member outreach and solicitation, and program direction to the technical team, as defined in the Contract Scope. Currently, the Program Director spends approximately two to three hours per week on MarinMap activities; however, this time commitment can vary depending on the time of year. For instance, they may spend more than two hours weekly during budget preparation or strategic planning. Additionally, when new project proposals are submitted, these may take more time to review and provide guidance and authorization.

Organizationally, the Executive Subcommittee's informal nature makes consistent decision-making challenging. Additionally, the Steering Committee, defined by the Brown Act, no longer meets, and its role should be assessed or discontinued.

The Program Director (Wayne Bush since March 4, 2011) and GIS contractor are part-time positions.[4]

The main ongoing projects of the GIS contractor are a road moratorium, land use edits for local government (when general plans are approved, etc.), trails, situs

[2] MGSA Professional Services Contract – MarinMap Program Director Services

[3] The Marin County Civil Grand Jury provides citizen oversight of county government and reviews the manner in which public funds are distributed.

[4] Appendix A: Contract Scopes

address and address range updates, such as when an accessory dwelling unit is added, homeless encampment research, and map creation when needed.

Figure 2: MGSA/MarinMap Organizational Structure

Since 2015, MarinMap operations have been supported through a partnership with the County of Marin's Information Services & Technology (IST) Department. Within this framework, IST maintains the GIS team, often referred to informally as the "Matrix GIS Team", with MarinMap subsidizing a portion of several employee positions from multiple County departments. This team is led by prominent staff, including the IST Team Manager, with operational and contractual leadership from the MarinMap Program Director, and oversight by the MGSA Executive Officer. It should be acknowledged that the team leader, Fred Vogler, from the Marin County Community Development Agency, was the earliest visionary and coordinator of all County support and planning for Marinmap from 1997-2018. The Marin County Matrix GIS Team is responsible for delivering a wide range of GIS services across member agencies, including map application and website development, data development and integration, technical assistance, training, system architecture, and governance support. They also support GeoHub open data, map viewers, and emergency management tools, reflecting their central role in both day-to-day operations and inter-jurisdictional GIS initiatives.[5]

[5] Appendix C: County of Marin/MarinMap Technical Services Contract

GIS Data, Applications, and Infrastructure

At program commencement, the County of Marin assisted MarinMap in setting up and initializing its first SDE (Spatial Database Engine) server. To provide cost savings for the Program, the County of Marin absorbed MarinMap's infrastructure into its architecture. MarinMap kept its own SQL Server, which is the only hardware it owns and maintains. The County managed all other technical aspects.

> *If after two years, data has not been updated, no data is better than bad data.*

Over time, data has either been provided by the County of Marin or copied to the server from member organizations. Data such as storm drain locations, road ownership, and road moratorium/PCI data were used in day-to-day analysis. However, users are currently seeing unreliable and outdated data. Additionally, agencies such as the Town of San Anselmo have numerous hand-drawn paper maps they would like to see in MarinMap and share. Yet, the underlying question remains: how should MarinMap ingest the data, and who will do the work? Therefore, a formal process is necessary for the submittal, prioritization, and inclusion of member organization data into the MarinMap system for consumption by the broader community.

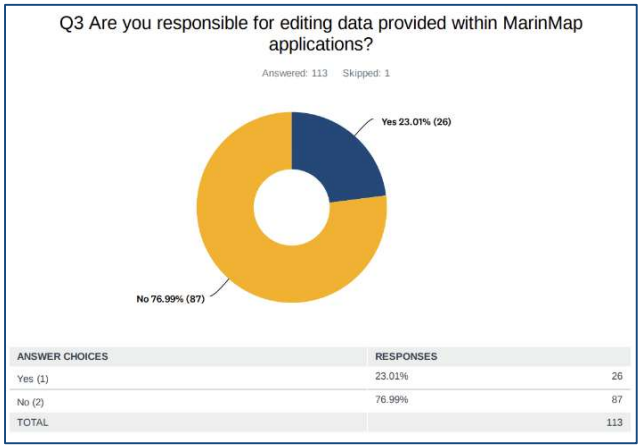
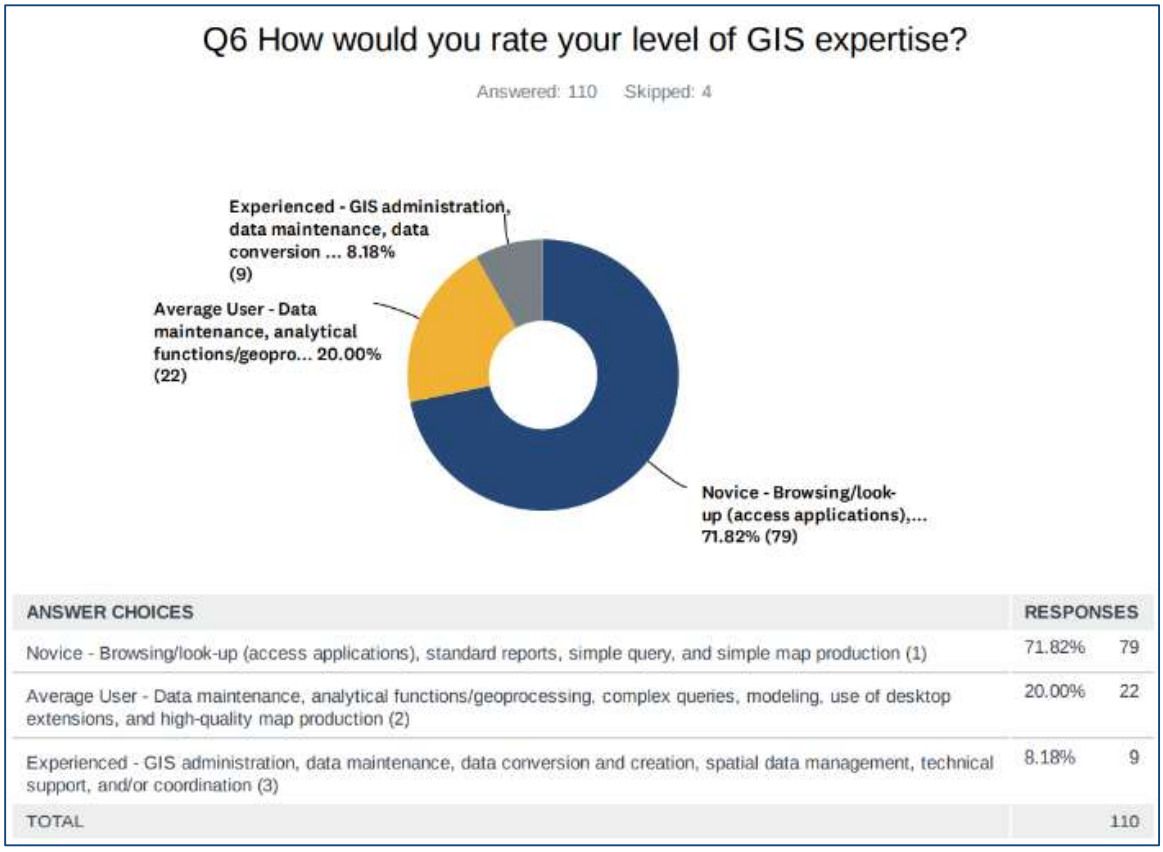


Figure 3: Voice of the Customer - Editor or Viewer?

MarinMap provides the ability for users to upload data. Historically, MarinMap has advised members that geodatabases are the preferred format; although they accept data in almost any format users have available and frequently convert data for users, such as is being done for the road moratorium app and current individual zoning map needs. MarinMap also offers the ability for users to edit GIS data within the MarinMap environment; however, users must have the appropriate software to perform such tasks. Additionally, as ArcGIS desktop licensing is the responsibility of member agencies, and many agencies do not have or use ArcGIS, it

is expected that a large number of users are not maintaining uploaded datasets in a GIS format.

Most MarinMap members do not possess strong GIS expertise and were not developing GIS datasets before joining MarinMap. However, some members do have expert GIS managers. Several member agencies assign GIS experts to MarinMap



ANSWER CHOICES	RESPONSES	
Novice - Browsing/look-up (access applications), standard reports, simple query, and simple map production (1)	71.82%	79
Average User - Data maintenance, analytical functions/geoprocessing, complex queries, modeling, use of desktop extensions, and high-quality map production (2)	20.00%	22
Experienced - GIS administration, data maintenance, data conversion and creation, spatial data management, technical support, and/or coordination (3)	8.18%	9
TOTAL		110

Figure 4: Voice of the Customer - Level of GIS expertise

committees and replace them with similarly skilled individuals when turnover occurs. There is a general disparity in the skill sets of the members, which has always existed. This is evident from the responses in the Voice of the Customer survey, where 72% of users are considered Novice-level and 28% are between Average and Experienced-level GIS users. As a result, there has been an increasing reliance on MarinMap (and the County of Marin) for GIS support, particularly for data management and technical assistance. The increased reliance on GIS support is primarily due to the overworked staff members' inability to dedicate sufficient time to database development and maintenance.

This shift also placed additional demands on the County of Marin IST, as many members began to depend on the County for even basic data updates. Smaller jurisdictions, in particular, have come to rely on MarinMap not only as their GIS provider but also as their primary source of technical support and help desk services. However, MarinMap was originally designed to facilitate the development of GIS data in a unified online format. As virtually all of the data hosted by MarinMap is owned by the member agencies, its role is to coordinate the data, not own or maintain it. As data responsibilities continue to grow, it is essential to reassess MarinMap's role, ensuring that its resources are allocated effectively while addressing the evolving needs of its members.

MarinMap's technology and system architecture are currently hosted primarily on Marin County's on-premises infrastructure. This hosted technology includes:

- SQL Server Hosted MarinMap Enterprise Geodatabases
- Numerous MarinMap GeoCortex Web Applications
- The MarinMap Website: https://www.marinmap.org/
- Historical Ortho Imagery
- All data furnished by member agencies

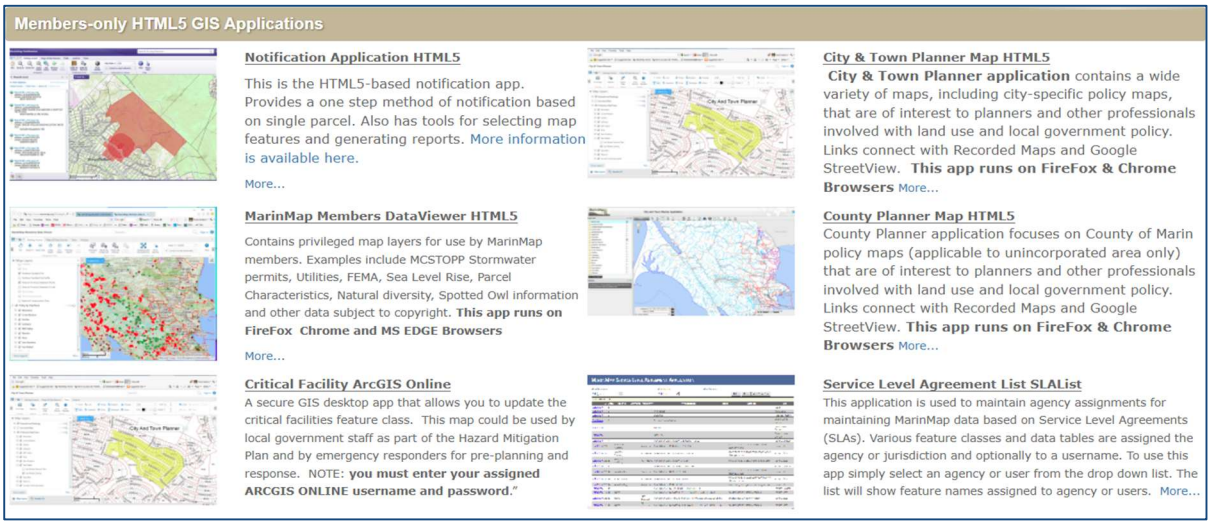


Figure 5: MarinMap Member's Only GIS Applications

Per the VOC survey results, MarinMap applications received an average usability and support rating of 3.41 out of 5. The most commonly used features include property ownership and roadway information. Additionally, the custom mailing label tool is widely utilized by multiple agencies for Community Development and public notices.

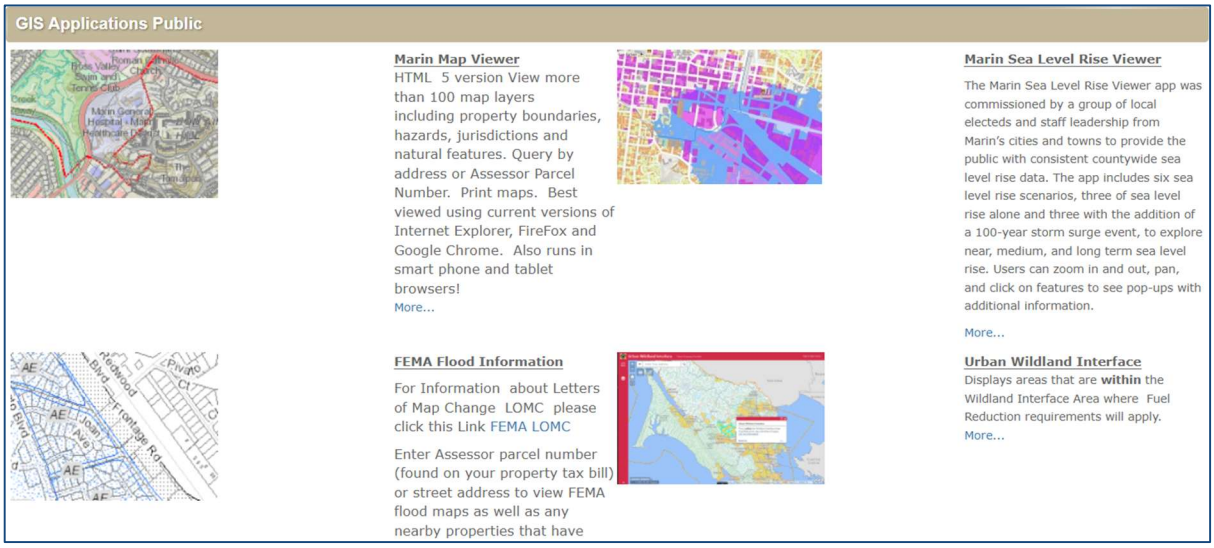


Figure 6: MarinMap Public GIS Applications

As the County of Marin's IST and GIS Departments have expanded, it has become increasingly difficult for the County to continue managing the technical and infrastructure components of MarinMap while also maintaining its own systems and user environment.

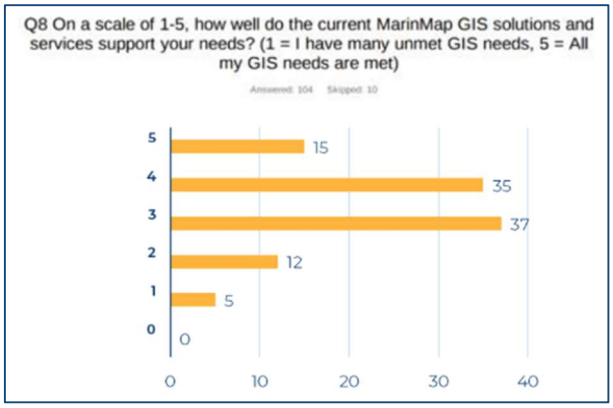


Figure 7: Voice of the Customer - Applications Rating

The County of Marin's IST and GIS Departments receive GIS support requests, along with MarinMap support requests, from MarinMap member agencies. Although the County must provide all 'appropriate' support (according to the contract), the County has a policy limit to what they can technically support. However, members are not clear about the types of requests the County is responsible for. That is, they may not understand the difference between their own GIS and MarinMap. It is important for all parties to be aware of the distinction between how much and the kind of support is the County's, the member's, and MarinMap's responsibility. In the current workflow, MarinMap

support tickets and data requests that start with contact to the County must be routed to the MarinMap GIS contractor, which creates inefficiencies and adds to workloads.

Additionally, any MarinMap proposal, grant, or project requires County IST involvement, as system permissions must be granted to contractors before they can perform any work or evaluations.

Esri licensing also presents challenges due to MarinMap's unique hybrid structure that includes both local and county governments. Further complicating matters, the County does not maintain its own non-Esri-related GIS website, yet it has been responsible for MarinMap's website maintenance.

Governance

The MarinMap Project, governed under the MGSA, was established to provide a cooperative regional GIS that serves both public agencies and the community. The original contract, created in 2007, outlined clear responsibilities for data ownership, strategic initiatives, and essential services to support regional GIS coordination. A summary of those items and their practical application is listed below:

- **Governing Structure**
  - Steering Committee
    - The Steering Committee advises the MGSA Board of Directors and consists of one representative from each Member Agency, selected by the respective governing body of the Member Agency.
    - Steering Committee members serve two-year terms and may be reappointed.
    - The Steering Committee elects a Chair and Vice Chair by majority vote.
  - Executive Sub-Committee
    - The Executive Sub-Committee handles routine administrative matters for the MarinMap Project, consisting of 7-9 members selected by the Steering Committee.
    - Membership of the Executive Sub-Committee includes representatives from distinct Member Agencies such as the County, City of San Rafael, City of Novato, Marin Municipal Water District, and others.

- Other Committees
    - Standing and Ad Hoc Committees may be established by the Steering Committee as needed.
    - Previously, a Standards Committee was formed to adopt rules about data.

- **Data Ownership and Maintenance**
    - Mapping Data owners are responsible for ensuring regular updates to maintain the data's accuracy and relevance.
    - The Steering Committee sets maintenance standards, which vary by data layer and evolve to reflect regional changes and development needs.

- **Data Layer Objectives and Strategic Initiatives**
    - MarinMap was designed to develop and maintain a cooperative regional database, which includes:
        - *Orthophoto Map Layer* – Regular updates of digital orthophoto maps.
        - *Rectified Parcel Map Layer* – Integration of parcel data from certified tax rolls and local agencies.
        - *Centerline Data Files* – Enhanced street centerline data to improve coordinate accuracy and alignment with digital orthophotography.
        - *Infrastructure Database* – Creation of a database to support management of infrastructure maintenance and construction.
        - *Emergency Response Database* – Provide a comprehensive and coordinated database to enhance emergency response and disaster planning.
        - *Natural Resources Database* – Development of a database to analyze environmental impacts and ecological relationships.

- **Core Services Provided by MGSA**
    - MGSA is responsible for overseeing the implementation of MarinMap and ensuring the following minimum services:
        - *Shared GIS Access* – Providing a centralized GIS platform accessible via the Internet and a virtual private network.
        - *Training Programs* – Conducting GIS training for member agencies to enhance their use of MarinMap data.
        - *Capital Improvement Coordination* – Maintaining a Capital Improvement Posting Program to improve construction coordination, reduce traffic disruptions, and minimize trenching in newly paved streets.

- *Centerline Data Services* – Offering Street Centerline Files and tools for generating property owner addresses within specified project areas, streamlining permitting and outreach processes.
- *Public Access to GIS Data* – Enhancing the MarinMap website to allow the public to view and download maps, access property information, and obtain details on capital improvement projects.

- **Potential Additional Projects**
  - With approval from the Steering Committee, MGSA may also oversee specialized GIS projects. The following projects were listed in the JEPA contract but may now be obsolete or are not being pursued:
    - *Disease Tracking* – Mapping and publicizing the spread of Tan Oak Disease and other environmental health concerns.
    - *Public Health GIS Data* – Providing epidemiological mapping, such as tracking breast cancer rates and other health-related data..
  - *Other GIS Initiatives* – Supporting additional GIS projects based on regional needs and Steering Committee recommendations.

Summary of MarinMap Project Responsibilities

- The MarinMap Project, as defined in the JEPA agreement, has several responsibilities aimed at delivering value and services to its Member Agencies. These responsibilities focus on developing and managing a shared Geographic Information System (GIS), facilitating data access, enhancing decision-making, and supporting operational efficiencies. These responsibilities are summarized below.
- The MarinMap Project is responsible for developing and maintaining a shared GIS platform that serves the diverse informational needs of its Member Agencies. It ensures that this system is accessible via the internet and secure virtual private networks, allowing agencies to retrieve, analyze, and utilize spatial data in a collaborative and efficient manner. To support effective use of the system, MarinMap conducts training programs that equip agency staff with the skills needed to navigate and apply GIS data within their respective operations.
- A central function of the project is the Shared Data Warehouse, which stores the spatial and attribute data contributed by members. MarinMap ensures that Member Agencies can seamlessly access and download Mapping Data stored within this repository. The project further provides technical tools to simplify regulatory and public engagement processes.
- MarinMap enhances public access to mapped information through a dedicated website where users can explore property details, boundary lines, planned improvements, and other relevant data. Additionally, the

project undertakes targeted mapping initiatives to support environmental management, emergency response, and community health efforts.

- From a governance perspective, the project is overseen by the Marin General Services Authority (MGSA), with recommendations from a Steering Committee composed of representatives from each Member Agency. MarinMap operates under budgets approved by the MGSA Board and implements programs and initiatives as directed by the Steering and Executive Sub-Committees.
- To ensure sustainability, the MarinMap Project manages cost allocation equitably among members, shares revenues generated from value-added products, and supports collaborative decision-making across agencies. Through this structure, MarinMap delivers shared GIS infrastructure and services that empower local agencies to serve their constituents more effectively while reducing redundancy and increasing regional coordination.

Summary of Member Responsibilities

The JEPA defines a detailed set of responsibilities for Member Agencies participating in the regional GIS collaboration. These responsibilities are summarized below.

Member Agencies participating in the MarinMap Project are expected to play an active and collaborative role in supporting the program's success. Each agency is responsible for contributing and regularly updating a defined set of Mapping Data as listed in Exhibit A, which includes resources such as digital orthophotos, street centerlines, parcel boundaries, infrastructure data, and information on environmental hazards. To ensure the utility and reliability of this data, agencies must maintain it to current standards, provide clear documentation and metadata, and adhere to the technical specifications established by the MarinMap Steering Committee, such as using the NAD-83 horizontal and NGVD29/88 vertical datums.

In support of the program's operations, agencies are required to establish and maintain systems that allow for the efficient uploading and downloading of data, including appropriate electronic communication and file transfer capabilities. Each member agency maintains responsibility for and ownership of the mapping data that it produces. When using Mapping Data from other member agencies, all participants agree to accept the data on an "as-is" basis, recognizing that no liability is assumed for any inaccuracies or omissions.

Finally, each agency must be actively engaged in the governance and administration of the MarinMap Project. This includes appointing a staff representative to serve a two-year term on the Steering Committee and providing personnel support for working groups, initiatives, or subcommittees as needed. This shared commitment to collaboration and contribution ensures that the MarinMap Project functions as a unified and effective regional GIS partnership.

Participation Gaps

The County does not operate with centralized authority, which can lead to important initiatives requiring collaboration among key departments being overlooked. For example, the County Assessor has not formalized a data delivery agreement, even though their property owner data is essential for MarinMap members. Without this data, MarinMap could collapse. Furthermore, the County Sheriff's dispatch is using its own road database instead of the MarinMap road data, which has the endorsement of the cities that own it.

Conclusion

Developing and implementing appropriate governance ensures efficient data management, facilitates regional collaboration, and enhances public access to geographic information, positioning MarinMap as a critical tool for local governments and the community.

By addressing these future needs, MarinMap can remain a cutting-edge, collaborative GIS resource that supports regional planning, public services, and data-driven decision-making for years to come.

Needs Assessment

MarinMap Needs

The Needs Assessment chapter builds on the information-gathering conducted during the previous tasks. Insights from the survey and stakeholder discussions inform the GIS Needs Assessment, which synthesizes the findings to identify and define MarinMap's current and emerging needs.

Overall, the program framework needs to continue to evolve in order to address emerging technological, operational, and funding challenges, possibly including:

- Updated Data Governance Policies
- Updated Initiatives and Projects
- Sustainable Funding Strategies
- Integration with Emerging Technologies
- Modernized Infrastructure
- Expanded Technical Support and Training
- Strengthened Regional Collaboration

The following sections cover these topics in detail.

Governance

Marin County's role in MarinMap needs to be redefined, because the existing contract is out of date and does not reflect current arrangements. Historically, the County has supported MarinMap's development, but the range of tasks has shifted over time. The early years of MarinMap were spent developing projects, applications, and datasets. With the primary datasets now in regular usage, there is less demand to develop new projects and applications, lessening the oversight and support efforts. The Program Director was a key player in coordinating application, training, and website development between member needs and the County's implementation of it, as well as monitoring suggestions for feasibility and effectiveness. However, new ideas are no longer coming in with regularity. When MarinMap was in its early stages,

the Program Director's workload was initially estimated at eight hours per week. However, due to changes in operational demands towards a maintenance phase, this has gradually decreased to just two to three hours per week. As a result, the Program Director has not requested a fee increase in fourteen years, and the original fee was intentionally set below market value to help keep costs low during MarinMap's infancy. Also, MarinMap support staff receive not infrequent requests for support that are more appropriately handled by the member agency. There may be some confusion among the members about what is a MarinMap responsibility and what is their own responsibility.

Looking ahead, there has been discussion about whether MarinMap could operate without a Program Director. However, the County has made it clear that it prefers to stay out of MarinMap's governance, emphasizing the need for a designated leader to provide guidance and make key decisions. If the Program Director role were eliminated, the responsibility would likely shift to the MGSA Executive Officer, who is already managing significant workloads. In addition, this gap would leave the Executive Subcommittee as the primary decision-making body. However, the Executive Subcommittee is not structured for formal decision-making, and its authority has expanded beyond its original intent. Therefore, this is not a viable solution, as the subcommittee has a fluid attendance structure and is better suited for consensus-based discussions rather than formal decision-making. Additionally, the subcommittee currently has greater authority than originally intended, as the Steering Committee has delegated project budget decisions to them, and MGSA has removed them as an intermediary step in the budget approval process. This change was made for efficiency, given that the entire Executive Subcommittee effectively constitutes a quorum of the Steering Committee. However, since neither committee has true decision-making authority beyond making recommendations, relying solely on the Executive Subcommittee for governance would introduce further challenges.

Given these factors, a clearer and more sustainable governance model for MarinMap is needed that ensures effective leadership, decision-making, and stability.

Governance Needs

- **Evaluate Governance Structure**: There is a need to assess whether MarinMap's current structure under MGSA is sustainable and explore a more autonomous business model that may be less dependent on Marin County IST.
- **Redefine Marin County's Role**: The County and MGSA need to modernize their contractual relationship to reflect current arrangements and evolving responsibilities.
- **Clarify Program Director's Responsibilities**: The Scope of Services in the Program Director's contract needs to be reviewed to determine whether they are appropriate or should be amended to reflect the current role.
- **Ensure a Sustainable Governance Model**: There is a need to establish leadership structures that maintain adaptability, resilience, and program relevance despite leadership changes.
- **Address Decision-Making Challenges**:. The decision-making authority needs to be clearly identified since changes to the JEPA would need to be considered by a more formal body than the Executive Subcommittee. Also, since the Brown Act-defined Steering Committee no longer meets, its role needs to be evaluated.
- **Strengthen Governance Structure**: A clearer and more sustainable governance model is needed for effective leadership, decision-making, and long-term stability.
- **Ensure Periodic Review of Governance Policies**: Governance policies must be regularly updated to keep pace with evolving municipal needs and requirements.

Training and Sustainability

Training is a critical enabler that connects governance, data management, technology, and collaboration across jurisdictions. Training ensures a shared understanding of tools, standards, and processes, enabling consistent workflows and effective coordination across agencies. Member users responsible for data maintenance must be trained in open data standards, metadata creation, and privacy

and security protocols to safely and effectively publish and manage public-facing GIS resources. For MarinMap staff, technical training in enterprise databases, web services, and metadata standards builds capacity for interoperable systems and scalable data use. Even with the technical support of Marin County IT, the MarinMap GIS staff need to be knowledgeable in GIS technology.

Data and technical training enable local agencies to implement regionally standardized practices while allowing the regional agency to tailor GIS applications to meet the members' specific operational needs. Further, ongoing training reduces reliance on the County, supports internal capacity building, and helps justify sustainable GIS investments.

Currently, the JEPA provides for MarinMap to conduct GIS training for member agencies, enhancing their use of MarinMap data. Additionally, as per the MGSA Professional Services Contract/MarinMap Technical Services Contract Scope of Services[6]Marin County is responsible for teaching members how to use MarinMap applications. However, the method of training is not specified. Additionally, the contract stipulates that technical assistance will be provided to answer questions for MarinMap users, with the understanding that users must complete training before seeking County technical assistance. Although it has not yet been offered, the contract states that the County team may facilitate Esri training for a sufficient number of members.

Succession Planning

To ensure the continuity, stability, and effectiveness of MarinMap's longevity, a proper succession plan should be established. A succession plan will help mitigate risks associated with leadership transitions, including decisions around oversight, strategy, and program operations.

As MarinMap develops a succession plan, future planning could consider an approach where a new director's initial work hours are increased and then gradually tapered as the potential replacement gains experience. The current director will need to be available to train the potential

[6] Appendix C: County of Marin/MarinMap Technical Services Contract

successor. Additionally, developing a clear, approved organization-wide succession plan will help maintain continuity in leadership and technical expertise. An updated Scope of Services is needed to reflect the Program Director's current responsibilities, ensuring that future hires align with the role's evolving needs.

For MarinMap's leadership, it would be highly beneficial to continue with as many technical skills as currently held, if not more, along with administrative and leadership skills. While administrative and management skills are valuable, a strong technical understanding can help in effectively addressing GIS-related issues and making informed decisions. Ideally, the director would have a balanced skill set, combining governance and technical oversight to support the GIS team rather than placing the full technical burden on them. While there may be many candidates with strong administrative capabilities, finding someone with both technical and leadership expertise would greatly contribute to MarinMap's continued success.

From a governance perspective, MarinMap's current structure under MGSA should be evaluated to determine if a more sustainable organizational model exists. The program's long-term viability may benefit from adopting a more self-sufficient business model, thereby reducing its dependence on external support. Additionally, efforts should be made to neutralize any disproportionate influence from the County of Marin to maintain balance among stakeholders. A structured approach to sustainability will ensure that MarinMap continues to serve its purpose effectively while remaining financially and operationally stable.

Training and Sustainability Needs

- **Develop a Training Plan**: Users need additional training, and it must be determined who will direct the application training. In addition, the MarinMap GIS staff needs to remain up-to-date on the Esri and other software in use.
- **Develop a Succession Plan**: Leadership continuity, minimal disruption, and smooth transitions in governance and operations need to be ensured through a plan for succession and continuity of operations.
- **Ensure Leadership Readiness**: Individuals who can step into leadership roles, even temporarily, must be identified and prepared to avoid gaps in decision-making.

- **Implement a Phased Leadership Transition**: Initial work hours for the new director should be increased and tapered down as experience grows, using available hours for successor training.
- **Update Scope of Services**: The current director's responsibilities need to be documented to ensure alignment with evolving program needs.
- **Seek Leadership with GIS Expertise**: The next director should have both technical and governance skills to support the GIS team effectively.

Data Governance

Data that are shared with MarinMap by member organizations commonly have issues with spatial and attribute accuracy, completeness, and currency of data.

Challenges of Data Governance Across Multiple Member Agencies

One of the primary challenges MarinMap faces is with data maintenance and governance. Data governance between multiple municipalities presents significant challenges due to varying policies, data standards, priorities, and technological infrastructure. Each agency often has its own priorities placed on data management practices, standardized data formats, and security protocols, making interoperability a complex issue. Additionally, discrepancies in data quality, updates, and accessibility can hinder collaboration and decision-making. Some partner organizations have advanced GIS capabilities and dedicated GIS and data management personnel, while others may lack the resources to maintain or share their data effectively. This lack of GIS and data governance resourcing has primarily been the case with some of the smaller member organizations. Additionally, very limited metadata is available to inform and guide those who reference the data for making decisions. This imbalance has created inconsistencies, gaps, and inefficiencies when integrating datasets for regional use.

Another challenge lies in data ownership and control. There can be reluctance to share data due to privacy and liability concerns. Although there is a members-only access site for non-public data, varying levels of transparency and differing

interpretations of public access laws can further complicate governance. Additionally, technical and security concerns, such as maintaining compliance with data protection regulations and ensuring cybersecurity, create hesitation in establishing shared databases. The inherent nature of combining data from a wide range of organizational types having varying needs and priorities can result in siloed data, duplication of efforts, and missed opportunities for leveraging regional data insights.

Data Governance Needs

- **Develop and Implement Data Governance Standards**: Clear policies need to be established, requiring metadata standards and best practices for all shared datasets.
- **Standardize Data Formats and Update Protocols**: There is an opportunity to ensure interoperability by defining uniform data structures, metadata requirements, and update procedures.
- **Create Formal Data-Sharing Protocols**: There is a need to define access permissions, usage policies, security measures, and compliance standards to foster trust among members.
- **Implement a Centralized GIS Data Platform**: There is a need to improve data accessibility while maintaining security, potentially utilizing cloud-based solutions with role-based access.
- **Address Data Ownership and Privacy Concerns**: Clear guidelines need to be established for data control, public access, and compliance with privacy regulations.
- **Enhance GIS Capacity Across Member Agencies**: Data maintenance training and resources must be provided to ensure all members, including smaller organizations, can manage and share data effectively.
- **Ensure Periodic Review of Governance Policies**: Data management frameworks need to keep pace with evolving technology and municipal needs.

Technology and System Architecture

At the onset of the MarinMap Program, it was initially intended to be self-sufficient in managing its GIS data and applications. MarinMap provides member agencies access to 19 Geocortex web mapping applications, which reside on County servers. MarinMap's current data infrastructure relies on a physical SQL Server also hosted by the County. The MarinMap server's warranty expires in July 2025, with renewal costs estimated at $25,000 every five years. To mitigate these costs, MarinMap requested that this SQL Server be converted into a virtual machine.

Due to strict County security protocols and challenges in virtualizing the SQL server, the County is recommending that MarinMap migrate its data to ArcGIS Online (AGOL) and ArcGIS Hub Premium under MGSA's organization account. Currently, MGSA has seven user accounts under its Esri ArcGIS organization. However, by using Premium, MarinMap would be able to utilize the community accounts with its members.

As the County moves away from Geocortex, which serves as the foundational architecture for nearly all MarinMap applications, MarinMap must adapt to the implications of the County's transition by either pivoting to a new platform or securing alternative support for its existing applications. MarinMap applications are currently being redeveloped to the Esri platform with the assistance of a County contracted consultant, ProWest & Associates, and will be hosted on MGSA's ArcGIS Online organization, reflecting this new direction. Members will need to adapt to the look and feel of applications in the new environment.

To modernize and streamline operations, MarinMap should consider transitioning away from its outdated platform and moving to ArcGIS Hub Premium, which will offer improved functionality and long-term sustainability, similar to the County's Open Data Hub. A migration to AGOL and ArcGIS Hub Premium would improve accessibility, provide direct access to MarinMap's contractor for site modifications, and allow for more frequent updates.

As seen in the screenshot below, the MarinMap website, maintained by Marin County IST, is not an ArcGIS Hub site and is not being updated regularly. For example, the latest Agenda and Minutes are from 2019, and the last Announcement was posted in 2020. Also, there has been only one video tutorial added in the past seven years, and the Data Download services are redirected to the Marin County GIS Open Data website.

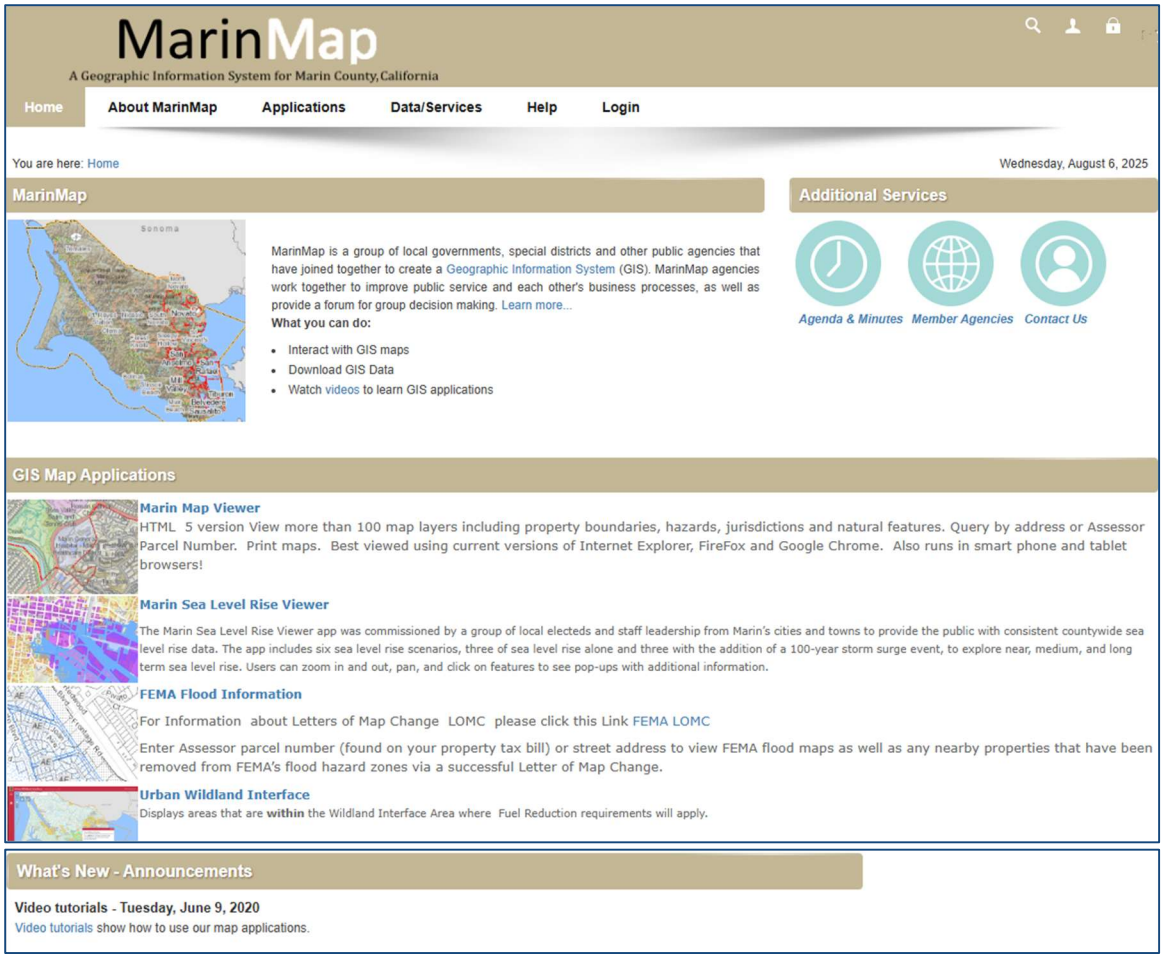


Figure 8: MarinMap Website (hosted by Marin County)

In contrast, the **Marin County GIS Open Data** site is a modern interface built with ArcGIS Hub with Data categories and search, Dataset Feature Services, Apps & Maps, including web experiences, web mapping applications, and story maps.

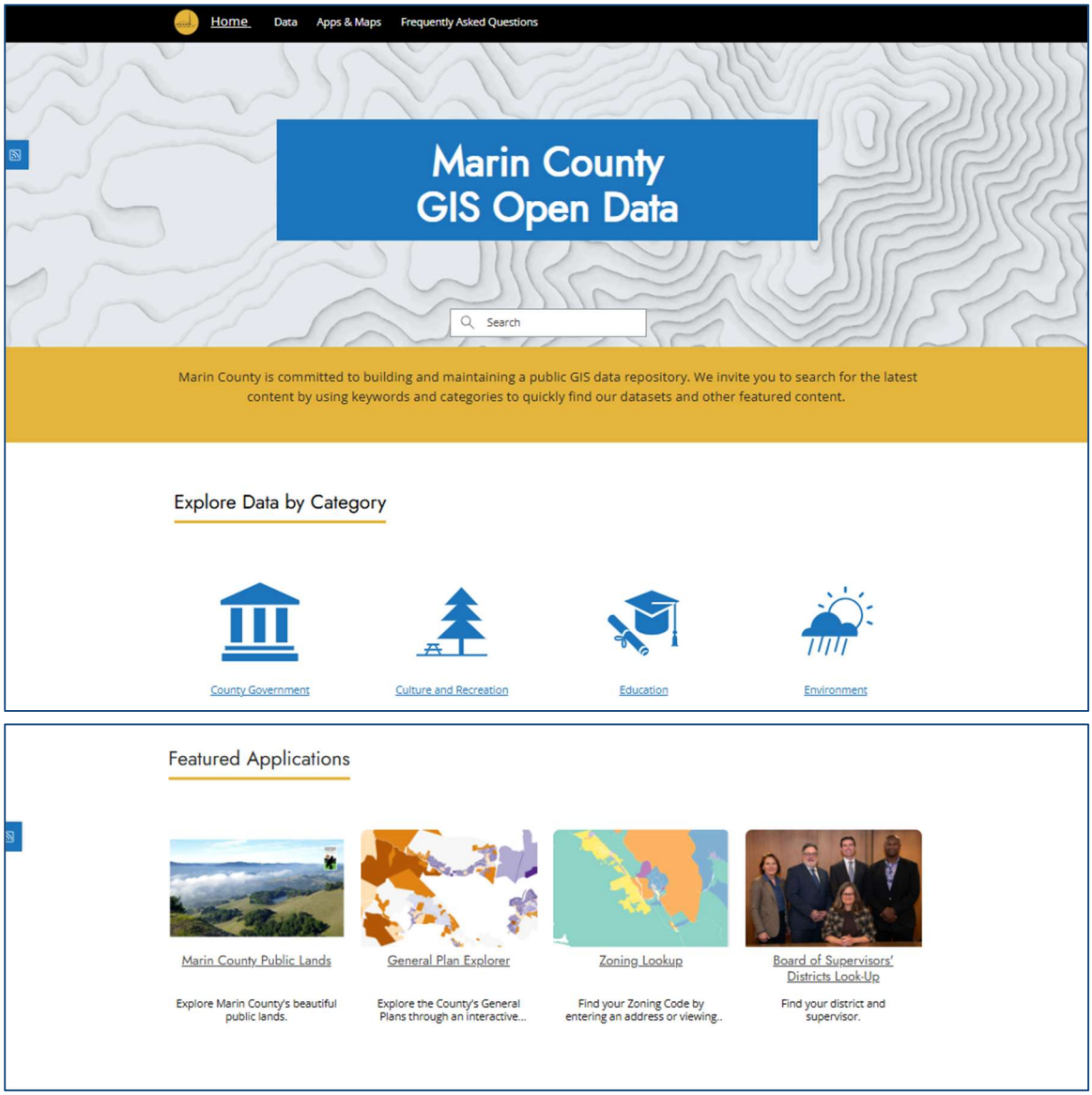


Figure 9: Marin County Open Data Hub Site

Reducing the dependency on the County for website administration would allow MarinMap to operate more autonomously and efficiently, providing greater benefit to its members. However, concerns may remain about data ownership, permissions, and how to administer and manage user access effectively.

With the discussion of migrating, there is also an ongoing challenge in defining which data belongs to MarinMap versus which data is simply a copy of County data with

added attributes. This ambiguity has led to inefficiencies and confusion regarding data maintenance and updates.

The County's broader technology infrastructure is evolving, with a push toward ArcGIS Online for data management. This shift impacts how support is structured, rendering parts of the old Scope of Work obsolete. The County of Marin IST has begun reviewing the original MGSA Professional Services Contract/MarinMap Technical Services Contract[7] Scope of Services, which was written over a decade ago, is now in need of updates. The scope no longer reflects the current technological landscape or the services that best serve both MarinMap and the County of Marin. For instance, the Matrix GIS Team referenced in the contract (Exhibit A, Part Two - Personnel, page 8) is outdated, as many of the personnel listed have either left the County or transitioned to different roles. A revised scope must be executed to reflect current staffing structures, modern technology, and an updated vision for MarinMap's future.

While there are no major budgetary concerns with the County's proposed ArcGIS Online migration, there are still unknowns regarding how the licensing and credit system will work. The County wants to ensure that MarinMap members understand the financial implications of the transition. Additionally, some jurisdictions are reluctant to contribute financially despite benefiting from shared infrastructure, leading to further discussions on refining the funding model.

The County holds all of the technical and infrastructure responsibilities for MarinMap data, applications, and website. As a result, the County's GIS team became burdened with maintaining both its internal GIS systems and MarinMap's infrastructure. Additionally, some smaller jurisdictions see MarinMap as their GIS help desk, an expectation that was never part of the original service model. Members have software technical support questions within their own GIS environment, confusing the County's role as 'hoster' and 'poster' of their data with using ArGIS or developing their own data. Although MarinMap has a part-time GIS Analyst-level contractor, their limited hours cannot efficiently handle all the technical support and data requests.

To address these challenges, MarinMap and the County need to redefine their working relationship, establish clearer service expectations, and implement an updated contract that reflects current needs. The proposed migration to ArcGIS

[7] Appendix C: County of Marin/MarinMap Technical Services Contract

Online would help MarinMap operate with more autonomy and flexibility and less dependence on the County, but governance structures and technical support mechanisms must be carefully planned. Additionally, member agencies need to better understand their roles, ensuring that MarinMap does not become an unintended full-service GIS provider for jurisdictions that lack in-house expertise.

Technology and System Architecture Needs

- **Migrate to ArcGIS Online (AGOL) and ArcGIS Hub Premium**: Transitioning MarinMap's data infrastructure from the County's SQL Server to AGOL would improve accessibility and reduce dependence on County IT infrastructure.
- **Address the Impacts of Geocortex Decommissioning**: MarinMap will need to help members adjust to the new environment.
- **Clarify Data Ownership and Management**: There is a need to define which datasets belong to MarinMap versus which are copies of County data with added attributes. This will improve data accuracy, reduce duplication, and streamline data-sharing processes.
- **Utilize ArcGIS REST Services for Data Integration**: MarinMap should integrate data through REST services instead of duplicating datasets, ensuring the most up-to-date and authoritative information is available.
- **Revise and Update the Scope of Services Contract**: The current contract between the County and MarinMap is outdated and needs to be updated to reflect modern technology, staffing structures, or operational needs. A new agreement must align with the evolving GIS landscape.
- **Establish Clear Governance and Technical Support Mechanisms**: If MarinMap moves towards greater operational autonomy, a governance model will need to be developed to manage data access, permissions, and support responsibilities effectively.
- **Ensure Transparency in Licensing and Credit Usage**: While there are no major budgetary concerns, uncertainties remain regarding licensing structures and credit consumption in AGOL. Member agencies must understand the financial and technical implications of this shift.

Funding

Sustainable funding is critical for municipalities collaborating on shared data, application development, and ongoing staff support within MarinMap. Given the varying budgets and resource constraints of participating municipalities, a multi-tiered funding strategy is essential that ensures equitable contributions while reflecting each entity's level of use and benefit. A well-structured funding model should promote long-term sustainability, transparency, and fairness, preventing financial burdens from disproportionately falling on any single agency.

Current Funding Strategy

MarinMap follows a cost-sharing funding structure, with each agency paying an annual rate for data, applications, and support. The cost formula considers factors such as jurisdictional area, the number of assessor's parcels, and other benefit-related criteria to ensure the broadest and fairest application. This guarantees that larger municipalities with greater resources and more complex data needs contribute proportionally more than smaller jurisdictions that may have limited budgets and lower data demands. The maximum of $10,000 is specified in the JEPA (Section 3.04).

Reserve policies were adopted by the MGSA for all its programs, consisting of 10% of the prior year's revenue. MarinMap also sets aside funds for future orthophotos in a reserve (currently at $52,000) and, until this year, also set aside funds to periodically replace the server ($28,000 last FY). The fund balance grows annually well beyond the reserve limit, which is why there have been two rate holiday years and one dues reduction year. When the balance gets high from efficiency or a lack of projects, overages are returned to the members.

Although the JEPA states that the Steering Committee is responsible for recommending an annual budget for the MGSA Board of Directors' approval each year, for the past five years, this task has been delegated to the Program Director and the Executive Subcommittee. As part of the process, the Executive Subcommittee describes individual projects within the project line item of the budget.. No funds may be disbursed without an approved budget. The budget must outline MarinMap programs, allocate funds accordingly, and account for direct and overhead costs. The

MGSA Board will allocate costs based on the Steering Committee's recommendations. Any adjustments to cost formulas are recommended by the Steering Committee and approved by a majority vote of the MGSA Board.

Additionally, Section 6.0 (b) of the JEPA allows for *incidental products and services* provided to agencies that are fee-based, with a tiered pricing structure distinguishing between *Member and Non-Member Agencies*. However, to date, MarinMap does not provide products or services to non-member agencies.

Funding Challenges

One of the primary challenges MarinMap faces with funding is the lack of a clearly defined methodology for determining membership fees. While the fee structure has been agreed upon and documented in a fee resolution, as mentioned above, there are grey areas that could be questioned by new or potential members. The current approach to fee determination is largely understood by existing members, but without a formal definition, challenges could arise. A structured formula considering an agency's overall budget, staff size (which affects technical support needs), and sphere of influence (which considers the extent of constituency impact) would provide greater clarity and fairness. This issue is particularly relevant for countywide organizations, like LAFCo, where influence extends beyond direct staff usage. For members whose constituents utilize the GIS products, there is a greater good being performed beyond the number of apps being opened by the number of GIS staff members for how long. Public use should factor into the member's benefit from the MarinMap products and services.

Another identified challenge is member dissatisfaction with the value received for their dues, since the dues structure is currently not tied to actual services and may be considered arbitrarily defined. Concerns about the fairness of membership fees are raised by both small and large organizations. Larger entities argue that they do not utilize MarinMap internally enough to justify their contribution, despite their dues representing a much smaller percentage of their overall budget than a small agency. Smaller agencies express concern about cost fairness but receive access to the same shared digital infrastructure as larger agencies at a fraction of the cost. These perceptions of value disparity make it difficult to maintain satisfaction among all members and could impact long-term membership retention. Per the JEPA, any

modification of the dues structure would require a consensus vote by the Steering Committee, followed by a recommendation to the MGSA Board, and approval through resolution.

Additionally, some agencies have opted not to participate in MarinMap due to cost, even when their financial resources suggest affordability. This decision highlights another challenge: organizations often evaluate membership based on the direct benefit to their internal staff rather than the broader benefits to their constituents. Many agencies fail to consider how their participation contributes to regional data accessibility and shared digital infrastructure, which benefits not only their organization but also their community at large.

Benefits of Participation

Participation in the MarinMap Project provides member agencies with several indirect benefits that enhance operational efficiency, service delivery, and professional capacity. By sharing a centralized Geographic Information System (GIS), members gain access to high-quality, regularly updated data without duplicating collection efforts, resulting in significant cost savings. Additional advantages include access to software and hardware discounts, reduced legal and compliance risks through standardized data licensing and metadata protocols, and improved customer service via public-facing tools, like the MarinMap website, data, and applications. Agencies also benefit from staff training programs that build internal GIS capabilities and promote best practices.

Beyond individual agency gains, MarinMap fosters synergistic benefits through regional collaboration. Member agencies cooperate with each other in the interest of taxpayer and ratepayer efficiency to enhance emergency response, environmental management, and infrastructure coordination by maintaining shared, standardized datasets. This cooperation supports cross-jurisdictional initiatives, reduces redundancy, and improves planning across city and district boundaries. The collaborative structure also encourages innovation, equitable data governance, and revenue sharing from value-added GIS products.

Through its committees, MarinMap serves as a platform for joint problem-solving and policy influence, strengthening the region's capacity to address shared challenges with unified, data-driven solutions.

Funding Needs

- **Review and Evaluate a Multi-Tiered Funding Strategy**: There is a need to reassess the current funding model and explore adjustments that ensure fair contributions from each municipality based on their usage and benefits, promoting long-term sustainability.
- **Expand Grant and Subsidy Opportunities**: There is a need to seek regional, state, and federal grants for GIS development, smart city projects, and regional collaboration to supplement member contributions.
- **Partner with State and Regional Agencies**: There is a need to align projects with transportation, emergency management, and environmental goals to unlock additional funding sources.
- **Implement a Cost-Sharing Model for Technical Support**: Resources for staffing and infrastructure maintenance need to be pooled, potentially funding a full-time GIS-level analyst additional part-time GIS-level contractor.
- **Generate Revenue Through External Partnerships**: There is an opportunity to generate additional revenue by offering GIS consulting services, data licensing, or premium services to organizations outside of membership to diversify funding sources.
- **Continue the Dedicated Reserve Fund**: There is a need to continue to set aside funds for future orthophotos, software maintenance/licensing fees, unexpected costs, and emergency maintenance, built into annual membership fees.

Summary

There are several key areas MarinMap should focus on, including improvements in governance, technology, data, and sustainability. Key challenges and strategic considerations are itemized below:

1. **Clarifying MarinMap's Strategic Role**

   MarinMap must determine whether its future lies in refining and modernizing existing services or expanding into new technologies and regional initiatives. Despite annual solicitations for new projects, member agencies have not submitted proposals in over five years, an indication of either satisfaction, limited capacity, or disengagement. The Steering Committee must assess whether to prioritize incremental service improvement or pursue bold strategic growth to reinvigorate member interest.

2. **Weak Member Engagement and Capacity Gaps**

   Many agencies lack the time or staff capacity to maintain data, attend meetings, or contribute to collaborative projects. This has resulted in low enthusiasm and limited use of MarinMap's full capabilities. Members often do not respond to initiatives that could directly benefit them, and support efforts frequently require the Program Director to provide direct outreach and explanation. Increasing member capacity and engagement will be critical to MarinMap's long-term success.

3. **Governance and Leadership Challenges**

   MarinMap faces structural governance issues, including an unclear leadership hierarchy, evolving County support, and the absence of a defined succession plan for the Program Director. These gaps threaten long-term program stability and effectiveness. A clearer leadership framework and transition planning are needed to ensure continuity and to empower future program leaders to champion MarinMap through political and institutional changes.

4. **County Departmental Non-Participation**

   Key County departments, specifically the Sheriff's Office and Assessor's Office, remain disconnected from MarinMap activities. The Sheriff's Office maintains a road dataset, potentially leading to discrepancies in first responder routing, while the Assessor's Office has resisted formalized data sharing, despite widespread member needs for property ownership data. These long-standing challenges reveal the difficulty of securing participation from departments not reporting to the County Executive and underscore the importance of sustained advocacy.

5. **Disparities in Large and Small Agency Expectations**

   Larger members often feel they contribute more than they receive, while smaller agencies feel burdened by similar dues despite using fewer resources. Although the current funding model is largely accepted, it requires frequent explanation by the Program Director. The need to balance equity and practicality remains a persistent governance issue that may benefit from an updated cost-sharing framework.

6. **Role Confusion Between Members and MarinMap**

   Unclear boundaries between agency responsibilities and MarinMap's services have led to misunderstandings around data stewardship. Members sometimes expect MarinMap to manage data compilation tasks or relinquish responsibility once data is submitted. These ambiguities point to the need for a service charter or clarified roles that define responsibilities for data ownership, maintenance, and updates.

7. **Misconceptions About MarinMap's Structure**

   Some agencies perceive MarinMap as an external service contractor rather than a collaborative consortium governed by a Joint Exercise of Powers Agreement. This misconception undermines shared accountability and engagement. Improved communication about the program's governance structure, membership obligations, and benefits is needed to foster a greater sense of ownership.

8. **Incomplete Metadata and Standards Adoption**

   Despite being a core expectation under the JEPA agreement, metadata documentation and adherence to data standards remain inconsistent across members. Limited participation in standards development and data documentation hinders MarinMap's ability to ensure data integrity, usability, and interoperability.

9. **Data Maintenance and Project Sustainability**

   Outdated data is arguably MarinMap's most critical technical limitation. Several promising initiatives, such as sewer infrastructure mapping, capital project tracking, and stormwater network modeling, were halted or reversed due to member agencies not maintaining their datasets. This highlights a systemic barrier to progress: successful projects depend on sustained member commitment to data upkeep.

10. **Technology Modernization and Infrastructure Risks**

    MarinMap must update its technology infrastructure to remain viable. The phase-out of County support for legacy platforms necessitates a shift to modern solutions like ArcGIS Hub Premium and secure cloud hosting. The current Scope of Services and hosting arrangements must be revisited to clarify responsibilities, ensure data security, and improve performance. Without these updates, MarinMap risks falling behind in delivering modern, accessible GIS solutions.

11. **Sustainable Funding and Cost Equity**

    The long-term success of MarinMap hinges on financial sustainability. A policy to better define a structured formula considering an agency's overall budget, staff size, and sphere of influence may be needed to create a more equitable and scalable financial framework. Grant funding and cost-sharing agreements should also be considered for sustained future funding. These alternatives should be explored and tested through stakeholder engagement and budget modeling.

In conclusion, by implementing improvements in these key areas, MarinMap can continue to be a valuable regional GIS resource, fostering collaboration, enhancing public access to geographic data, and supporting informed decision-making for years to come.

Appendix A

MarinMap Program Director Contract Scope

MARIN GENERAL SERVICES AUTHORITY
PROFESSIONAL SERVICES CONTRACT
MarinMap Program Director Services

Exhibit A: Scope of Services

Under direction from the Executive Officer of MGSA, Contractor shall:

A. Provide Program Director Services for the Marinmap Program under the supervision of the MGSA Executive Officer. The duties include:

- Prepare Steering Committee and Executive Committee Agendas and staff reports on recommended actions
- Present Steering Committee recommendations for consideration by MGSA, including analysis of policy and financial matters
- Attend Steering Committee and Executive Committee meetings and other meetings necessary to provide direction to the MarinMap Program
- Provide administrative direction, support and advocate for the MarinMap Program.
- Prepare, recommend and administer MarinMap's annual budget
- Provide regular status reports to MGSA on MarinMap actions and progress
- Prepare, monitor and administer contracts issued by MarinMap, including, upon approval of MGSA Executive Officer, the execution of contracts incurring an expense of $5,000 or less, if such contract and amount have been authorized in the approved annual budget
- Authorize MGSA bill payments within the approved budget
- Coordinate MarinMap related MGSA actions with the Executive Officer of MGSA
- Represent MarinMap in dealings with citizens, media, member agencies and other governmental agencies.

MarinMap GIS Services Contract Scope

Exhibit "A": Scope of Work/Budget

1. Expert G.I.S. services including, but not limited to the following:
    - Maintain Road feature class including associated address, CIP and routing corrections or changes,
    - Maintain Road Moratorium feature class including outreach to members for data updates,
    - Work with MarinMap members, and County staff to resolve addressing or parcels inconsistencies, including situs data, that cannot be resolved by representatives at the various cities.
    - provide expert review, analysis and consultation on MarinMap systems, infrastructure, data models and applications.
    - Attend Steering Committee and Executive Committee meetings and other meetings necessary to provide direction to the MarinMap Program.
    - Prepare monthly reports summarizing activities.
    - Perform other expert level G.I.S. services as needed.

Appendix B

Joint Exercise of Powers Agreement

JOINT EXERCISE OF POWERS AGREEMENT II

Relating to the

MARINMAP PROJECT

JOINT EXERCISE OF POWERS AGREEMENT

This Joint Exercise of Powers Agreement is dated as of _____ , 20__, and is made by and among the Marin General Services Authority, the Marin Telecommunications Agency, the County of Marin, the Cities of Belvedere, Mill Valley, Novato, San Rafael and Sausalito, the Towns of Corte Madera, Fairfax, Larkspur, Ross, San Anselmo, and Tiburon, the Novato Sanitary District, the Tamalpais Community Services District, the Marin Municipal Water District, the Marin Local Agency Formation Commission and such other Local Agencies within the County of Marin as may later become signatories (the "Member Agencies").

RECITALS

A. The Joint Powers Act, Government Code §6500 et seq., provides that public agencies by agreement may jointly exercise any power common to them.

B. The parties are "public agencies" within the meaning of that term under Government Code §6502 of the Joint Powers Act and possess in common the power to develop and maintain mapping and other informational data to meet the informational needs of the public and each of the Member Agencies.

C. The parties desire to enter into this Agreement in furtherance of the Joint Powers Act.

D. It is the desire of the parties to this Agreement to create a system for meeting the information needs of the public and the Member Agencies and have the Agreement administered by the Marin General Services Authority.

NOW, THEREFORE, the parties agree as follows:

ARTICLE I
DEFINITIONS

Section 1.01. Definitions. As used herein, the following terms shall have the meaning ascribed thereto, unless the context requires otherwise.

"Agreement" means this Joint Exercise of Powers Agreement II.

"Centerline Files" or "TIGER Street Centerline Files" means a graphic representation of streets as line segments obtained from the U.S. Geological Service via the Census Bureau. Each graphic line segment has attribute information such as street name, address range (left and right), zip code and type of street. This data is valuable to local agencies for such uses as preparing emergency evacuation notifications, creating fire department "run books" or other uses, which involve linking information to a street address. TIGER stands for "Topologically Integrated Geographically Encoding and Referencing."

"County" means the County of Marin.

"Data Licensing Agreements" means the form of agreement approved by the Steering Committee for use by Member Agencies in releasing any Mapping Data.

"Executive Sub-Committee" means the subcommittee established pursuant to Section 5.02.

"Geographic Information System" means a computerized database management system for the capture, storage, retrieval, analysis, and display of spatially (locationally-defined) data.

"Joint Powers Act" means Chapter 5 of Division 7 of Title 1 of the Government Code of the State, as amended from time to time.

"Layer" means a method of categorizing digital data in an automated system. Generally, layers can be collected, viewed and manipulated separately, but are related to each other through a common database or through common control coordinates.

"Local Agency" has the meaning set forth in Section 53600 of the Government Code of the State, as amended from time to time. "Local Agency" also includes the MGSA, MTA, and any other joint powers agency whose membership includes local agencies located within Marin County.

"Mapping Data" means mapping databases, which include, but are not limited to, digital and electronic map data, map data documented in traditional methods (e.g. hand copy) and other associated information.

"MarinMap" or "MarinMap Project" means the project described in Article II.

"Metadata" means data about the content, quality, conditions, and other characteristics of data.

"Member Agency" means each of the original signatories to this Agreement and any Local Agency, which hereafter becomes a signatory to this Agreement pursuant to Section 6.12.

"MGSA" means the Marin General Services Authority.

"MTA" means the Marin Telecommunications Agency.

"Orthophoto Map" means a map that appears as a photographic image, which actually re-combines many small pieces of an aerial photograph, each of which has been adjusted in its location on the final print to accurately depict its true location.

"Shared Data Warehouse" means a computer file server which stores spatial and attribute data in a relational database and, perhaps, graphic formats to be available for query by a personal computer with appropriate software.

"State" means the State of California.

"Steering Committee" means the committee established pursuant to Section 5.01.

ARTICLE II
THE MARINMAP PROJECT

Section 2.01. Purpose of Agreement. The purpose of this Agreement is to coordinate the development of a shared Geographic Information System to meet the informational needs of the public and each Member Agency in a cost-effective and efficient manner. Such undertaking shall be known as the "MarinMap Project."

Section 2.02. Governing Principles. The following governing principles will enable the MarinMap Project to implement its mission:

(a) Each member agency will share Mapping Data it has created, or owns, with the present and future participants in MarinMap for their own use.

(b) If Mapping Data owned by a Member Agency is part of a value-added product from which revenues are received by MarinMap, the Member Agency will be compensated on a proportional basis according to the Member Agency's data contribution. MarinMap also will receive a portion of all revenues received by the MarinMap Project. The proportional shares of revenue will be determined by the MarinMap Executive Sub-Committee in accordance with the revenue sharing formula approved by the MGSA Board of Directors.

(c) Restrictions on reproduction and disclaimers concerning accuracy (licensing or copyrights) as well as the identity of the Mapping Data's owner will be attached to the owned Mapping Data either in digital or hard copy form and as part of the data dictionary of Metadata.

(d) Mapping Data, as specified by the Steering Committee, will be published on the Internet for the public's use.

(e) In general, each Member Agency will receive revenues from the production of value-added products according to its data contribution to the product from which revenues are derived by MarinMap.

(f) Owners of Mapping Data will be responsible for ensuring that Mapping Data is updated regularly so that it maintains its value. Standards for Mapping Data maintenance established by the Steering Committee will vary according to data layer and will change to keep pace with development or other changes.

Section 2.03. Goals and Objectives. The Goals of the MarinMap Project are to:

(a) Provide improved customer service to customers seeking geographical information;

(b) Reduce the cost of service to taxpayers and ratepayers;

(c) Improve infrastructure maintenance;

(d) Enhance emergency response and disaster planning;

(e) Reduce negative environmental impacts and manage natural resources;

(f) Provide the opportunity for better decision-making; and

(g) Encourage cooperation among public agencies, reducing redundancies, improving efficiency and minimizing conflicts.

The Objectives of the MarinMap Project are to:

(a) Create a system to collect and distribute geographical information;

(b) Maintain the integrity of the geographical information;

(c) Provide enhanced access to geographical data to public agencies and the public;

(d) Develop an equitable means to share Geographic Information System costs;

(e) Establish the exchange of information between participating agencies;

(f) Create a database to support management of infrastructure maintenance and construction;

(g) Provide a comprehensive and coordinated database to enhance emergency response and disaster planning;

(h) Develop a natural resources database to facilitate analysis of environmental impacts and understanding of ecological interrelationships;

(i) Reduce the cost of Geographic Information System development among Member Agencies by obtaining discounted prices on computer software and hardware and by implementing joint initiatives for development of Mapping Data of common interest to the Member Agencies; and

(j) Reduce the cost of Geographic Information System database development and maintenance by facilitating Mapping Data sharing and database maintenance between Member Agencies through a network linking Member Agencies and creating a Shared Data Warehouse for the maintenance of Mapping Data of common interest to the Member Agencies.

Section 2.04. Strategic Initiatives. The MarinMap Project will create a cooperative regional database. An initial framework for the cooperative database development includes the following:

(a) Orthophoto Map Layer. Development and regular updating of digital Orthophoto Maps.

(b) Rectified Parcel Map Layer. Development of an inventory and description of parcels from the certified tax rolls of the County Appraiser's Office and from individual local agencies with enhancements of such data.

(c) Centerline Data Files. Centerline Data Files aligned with digital orthophotography enhancement and maintenance of the 1999 Census TIGER Files, by improving coordinate accuracy-using street Centerline Data Files.

ARTICLE III
ADMINISTRATION OF THE AGREEMENT

Section 3.01. MGSA to Administer Agreement. The MGSA shall administer this Agreement, and shall exercise in the manner herein provided the powers common to the

Member Agencies and necessary to the accomplishment of the purposes of this Agreement, subject to the restrictions set forth in Section 3.02.

Section 3.02. Restrictions on Exercise of Powers. Such powers shall be exercised in the manner provided in the Joint Powers Act and shall be subject (in accordance with Section 6509 of the Joint Powers Act) to the restrictions upon the manner of exercising such powers that are imposed upon County of Marin in the exercise of similar powers.

Section 3.03. Specific Services. The MGSA will oversee the implementation of the MarinMap Project in accordance with Article II and will ensure that the following minimum specific services are implemented:

(a) Implementation of a shared Geographic Information Service that is available to all Member Agencies via the internet and a virtual private network.

(b) Conduct a training program for Members Agencies in the use of MarinMap data.

(c) Completion of a "Capital Improvement Posting" program which will post planned capital improvements on the MarinMap web site in order to improve the coordination of construction within the public rights of way, decrease traffic impediments and decrease the need to trench or execute newly paved streets.

(d) Provide access to TIGER Street Centerline Files, which provide address data and other data attributable to a street system.

(e) Provide the means for Member Agencies to automatically produce owner addresses for properties within a specified radius of a proposed project, which will avoid the time consuming, and often inaccurate process of sorting through paper parcel maps.

(f) Enhance the public's access to useful mapped data via a MarinMap Website. The website will allow certain maps to be viewed or downloaded by the public. The public can use the information to create maps of their neighborhood, to obtain information concerning property lines and property values or to access data concerning planned capital improvement projects.

In addition, upon the recommendation of the Steering Committee, the MGSA may perform additional MarinMap projects such as:

(a) Mapping and publication via the internet of Marin County creeks to improve watershed and creek management, flood control information and environmental information.

(b) Mapping and publication via the internet of the spread of "Tan Oak Disease" and public information concerning the control of the disease.

(c) Mapping and publication via the internet of epidemiology data from the County Department of Health and Human Services including information concerning breast cancer.

(d) Other projects approved by the Steering Committee.

Section 3.04. Compensation. In consideration for the services to be performed by the MGSA, the MGSA Board of Directors shall establish an annual fee or fee schedule, not to exceed $10,000 per Member Agency. Such fees, as determined by the MGSA Board, will be paid by each Member Agency on or before July 1 of each year while this Agreement is in effect.

ARTICLE IV
MEMBERSHIP

Section 4.01. Benefits of Membership. By participating in the MarinMap Project, a Member Agency:

(a) May download to a local computer Mapping Data stored in the Shared Data Warehouse, pursuant to the terms and conditions of this Agreement.

(b) Will receive any software or hardware discounts obtained by the MarinMap Project.

(c) Will share in the proceeds from the production of value-added products, pursuant to the terms of this Agreement.

(d) Will abide by the rules established to protect the organizations generating and maintaining original Mapping Data. To protect the viability of the Mapping Data sharing, Member Agencies agree to refrain from re-marketing Mapping Data obtained through the MarinMap Project. The two points of Mapping Data dissemination will be the Member Agency from which the Mapping Data originates and the MarinMap Project through the Shared Data Warehouse.

Section 4.02. Obligations of Member Agencies. Membership in the MarinMap Project obligates Member Agencies to:

(a) Exchange Mapping Data pursuant to the terms of this Agreement. Each Member Agency shall exchange, at a minimum, the Mapping Data, as described in Exhibit A attached hereto and incorporated herein by reference, with other Member Agencies.

(b) Provide regular updates of Mapping Data, including but not limited to Mapping Data listed on Exhibit A maintained by the Member Agency on a regular and timely basis to the Shared Data Warehouse, provide sufficient documentation to make the Mapping Data generally useful, and provide adequate staff support to ensure that the Mapping Data is efficiently and accurately loaded. A Member Agency is not responsible for updating Mapping Data owned or created by another Member Agency or a Local Agency who is not a member but is contributing Mapping Data to the MarinMap Project.

(c) Establish and maintain a means to efficiently manage the uploading and downloading of Mapping Data. Several means are available and the specific option used will depend upon the volume and frequency of data transfer as well as the location of the Member Agency. Establishment of an electronic communications link is encouraged and would give the Member Agency access to e-mail and high-speed file transfer capabilities.

(d) Support the administration of the MarinMap Project through participation in committees established by the Steering Committee or Executive Sub-Committee and by providing staff to implement the objectives of the MarinMap Project.

(e) Abide by the rules established to protect the organizations generating and maintaining original Mapping Data. To protect the viability of the Mapping Data sharing, Member Agencies agree to refrain from remarketing Mapping Data obtained through the MarinMap Project. The two points of Mapping Data dissemination for sale would be the Member Agency from which the Mapping Data originates and the MarinMap Project through the Shared Data Warehouse.

(f) Utilize the Data Licensing Agreements, which apply, to any contributed or created data prior to the release of any Mapping Data.

Section 4.03. Sharing of Data. It is recognized that the Member Agencies are engaged in projects to create and maintain Mapping Data that will be of common interest. Exhibit A is a listing of the minimum Mapping Data that each Member agency shall share as a part of this project.

(a) Each Member Agency agrees to exchange with the MGSA and the other Member Agencies its Mapping Data as described in Exhibit A and in accordance with the terms and conditions of this Agreement and any rules or standards established by the Steering Committee or the MGSA. In addition:

(1) Each Member Agency agrees to make available to the other Member Agencies any updates, additions, and revisions of the Mapping Data, which may be compiled in the future.

(2) Each Member Agency agrees to provide for the continuous maintenance of its own Mapping Data.

(3) Each Member Agency agrees to develop mapping and database standards that will facilitate the exchange of Mapping Data.

(4) Each Member Agency agrees that the exchanges of Mapping Data pursuant to this Agreement are of equal value.

(b) Any Mapping Data that is exchanged among the Member Agencies shall be used only for their internal purposes, or those of their designated agents. The database may not be sold or given to third parties unless explicitly agreed to under a separate agreement or as established by the MarinMap Steering Committee.

(c) The exchange of Mapping Data is contingent upon the following conditions being observed:

(1) Each Member Agency agrees to maintain its Mapping Data in a format that is compatible with the Steering Committee's standards as much as is feasible. This may include registering maps to the California State Plan Coordinate System, which uses the North American horizontal reference Datum of 1983 ("NAD-83") and the North American Vertical reference Datum of 1929 (NGVDD29) or the North American Vertical Reference Datum of 1988 (88 "DAVD-88").

(2) Each Member Agency will continue to maintain or make arrangements for the maintenance and update of its Mapping Data, and make its revised Mapping Data files available to the other Member Agencies pursuant to a schedule to be developed by the Executive Sub-Committee or its designee.

(d) Each Member Agency agrees to accept any and all Mapping Data from the other Member Agencies in the agreed upon Steering Committee standards for the exchange of Mapping Data. Each Member Agency agrees to provide the Metadata documentation pertaining to the exchanged Mapping Data. The Metadata will define the specifications of accuracy and completeness. Each Member Agency waives any and all responsibility of the other Member Agencies, explicit or implied, for any damage or liability caused through use of this Mapping Data, in any way.

(e) Each Member Agency will make reasonable efforts to provide the most current, accurate and complete Mapping Data. No Member

Agency, however, makes any warranties with respect to the Mapping Data it furnishes and each Member Agency agrees to accept any and all Mapping Data furnished by the others on an "as is" basis. Each Member Agency waives any claim against the other for any and all damage or liability caused directly or indirectly by the use of the Mapping Data furnished to each other.

(f) The maps developed and Mapping Data complied for the MarinMap Project are intended to be available to the Member Agencies for their use in the performance of their duties. The Member Agencies also wish to preserve their right and opportunity to recover the costs of map development and maintenance in the manner authorized by state law.

(1) The MGSA may register the copyright to the maps and other products produced by the MarinMap Project.

(2) Each Member Agency retains the responsibility for and ownership of the Mapping Data it creates. Each member Agency is entitled to retain revenue from the production of value-added products containing Mapping Data developed independently of the MarinMap Project and disseminated directly by the Member Agency.

Section 4.04. California Public Records Act.

(a) Each Member Agency recognizes that the California Public Records Act (California Government Code Sections 6250 et seq.) governs the disclosure of all public records, and that data stored in computers may be public records and subject to mandatory disclosure under said Act. Member Agencies also recognize that the computer software developed by a local agency, including computer mapping systems and computer programs, is not a public record subject to disclosure under the California Public Records Act.

(b) That Member Agencies anticipate that each will receive routine requests for data, including requests for information pertaining to a specific property or permit application, or to a group of properties or applications. If a demand is made on a Member Agency for data that is owned or provided by another Member Agency, and if the demand seems to call for a response beyond that which the Public Records Act requires, the Member Agency receiving the demand shall notify the data provider of this demand.

(c) The Member Agency receiving the demand shall respond as directed by the data provider, provided that the data provider agrees in writing to defend, hold harmless and indemnify the Member Agency receiving the demand. If the data provider refuses to enter into such

an agreement, the Member Agency receiving the demand shall respond to the demand in the manner it deems appropriate. Those parties who do not wish to release data on the grounds that the requested data is not a public record subject to disclosure, agree to pay for all costs of taking such action and agree to be responsible for any resulting litigation costs, including but not limited to attorneys fees.

Section 4.05. Member Qualifications. Member Agencies shall be limited to Local Agencies located within Marin County. The MGSA may enter into data sharing agreements with other agencies of the federal or State government, private enterprise, or private nonprofit corporations upon the recommendation of the Executive Subcommittee and with the approval of the MGSA Board of Directors.

Section 4.06. Indemnification. Each Member Agency shall be solely liable for the negligent acts or omissions of its officers, representatives, agents or employees occurring in the performance of this Agreement. If any Member Agency becomes liable for damages, attorneys fees or any other costs or liabilities caused by its officers, representatives, agents or employees, it shall pay such damages, fees or costs without contribution by the other Member Agencies.

ARTICLE V
GOVERNING STRUCTURE

Section 5.01. The Steering Committee. The Steering Committee shall be advisory to the MGSA Board of Directors and shall be comprised of one representative from each Member Agency. Each Steering Committee representative shall be selected by the City/Town Council, Board of Supervisors or Board of Directors for the Member Agency, and shall be a member of the Member Agency's staff. Steering Committee Members shall serve a two-year term and may be reappointed. A majority of the members of the Steering Committee shall constitute a quorum for purposes of conducting business, and a majority of a quorum shall be authorized to act on behalf of the Steering Committee.

The Steering Committee shall elect, by a majority vote of its members, a Chair and Vice Chair.

Section 5.02. Executive Sub-Committee. Routine administrative matters for the MarinMap Project may be decided by an Executive Sub-Committee. The Executive Subcommittee shall be made up of at least seven, but not more than nine, members and shall be selected by the Steering Committee. Membership shall include the Chair and Vice- Chair of the Steering Committee, one representative each of the County, City of San Rafael, City of Novato, Marin Municipal Water District, special districts (other than MMWD), and two representatives of other cities and towns (other than San Rafael and Novato.) In the event the Chair or Vice-Chair of the Steering Committee represents one of the above Member Agencies, such Member Agency shall not be entitled to a second

representative or the Executive Sub-Committee. A majority of the Executive Subcommittee will constitute a quorum for purposes of conducting business.

Section 5.03. Other Committees. Standing and Ad Hoc Committees maybe established by the Steering Committee as needed.

Section 5.04. Powers of the Steering Committee.

(a) The Steering Committee may make recommendations to the Board of Directors of the MGSA for acquisition of the necessary hardware, software, and licenses necessary to provide and operate a shared Geographic Information System.

(b) (b) The Steering Committee may recommend to the Board of Directors of the MGSA contracts with private companies, individuals, and public agencies to create, implement and operate the shared geographic system and to set fees for data services. The Steering Committee shall not have the power to independently enter into contracts.

(c) The Steering Committee may make recommendations concerning the need to incur debt in order to efficiently provide the services enumerated by this Agreement in compliance with the requirements of the California Government Code and California Constitution.

(d) The Steering Committee shall recommend to the MGSA Board of Directors a fee schedule for data services provided by the MarinMap Project.

(e) The Steering Committee shall recommend to the MGSA Board of Directors an annual budget no later than May 1 of each year.

Section 5.05. Powers of the Executive Sub-Committee. The Executive Subcommittee shall report to the Steering Committee and the MGSA Board of Directors for recommendations regarding routine administration and management of the MarinMap Project, and for the provision of assistance and advice to the Steering Committee and MGSA Board of Directors. The Executive Sub-Committee may exercise such powers and perform such duties and tasks as delegated by the Steering Committee and the MGSA Board of Directors.

Section 5.06. Policies and Procedures. The Board of Directors of the MGSA may adopt from time to time such policies, procedures, by-laws, rules or regulations for the conduct of the MarinMap Project as may be recommended by the Steering Committee.

Section 5.07. Contracts. The Board of Directors of the MGSA may approve contracts with private businesses, individuals, and public agencies to create, implement, maintain and operate the shared Geographic Information System.

Section 5.08. User Fees. The Board of Directors of the MGSA shall by resolution establish fees for data services provided by the MarinMap Project after receiving the recommendation of the Steering Committee.

Section 5.09. Meetings and Reports.

(a) The Steering Committee

(1) The Steering Committee shall hold at least two regular meetings per year.

(2) All meetings of the Steering Committee shall be held subject to the provisions of the Ralph M. Brown Act (California Government Code Sections *54950* et. seq.) and other applicable laws of the State of California requiring that notice be given of meetings held by public bodies.

(3) Minutes of all Steering Committees shall be kept and, as soon as possible after each meeting, be forwarded to each member of the MGSA Board of Directors.

(4) The Chair of the Steering Committee shall cause correspondence to be prepared and delivered as directed by the Steering Committee. The Chair shall represent the MarinMap Project, and the Vice Chair shall serve in his/her absence.

(5) Annually, at minimum, a report on the activities and operations of the MarinMap Project shall be prepared by the Steering Committee and provided to each Member Agency. The report shall be completed prior to January 1 of each year.

(6) The MGSA shall be designated as the keeper of the official records of the MarinMap Project.

(b) The Executive Sub-Committee

(1) The Executive Sub-Committee shall hold at least one meeting each quarter of the year.

(2) Special meetings of the Executive Sub-Committee may be called by the Chair of the Steering Committee, by a majority of the members of the Steering Committee, or at the direction of the Steering Committee.

(3) Minutes of the Executive Sub-Committee meetings shall be kept and, as soon as possible after each meeting, be distributed to members of the Executive Sub-Committee and each member of the Steering Committee.

(c) Other Committee Meetings

(1) Meetings of other ad hoc committees and standing committees, as may be established, may be called by the Chair of the Steering Committee or a majority of the members of the Steering Committee.

(2) Minutes of all meetings will be kept and forwarded to the Chair and Vice Chair of the Steering Committee.

ARTICLE VI
MISCELLANEOUS

Section 6.01. Funding.

(a) The Steering Committee shall recommend an annual budget for adoption by the MGSA Board of Directors within ninety (90) days of the effective date of this Agreement, and no later than May 1 of each succeeding year. Funds may not be disbursed by MGSA on behalf of the MarinMap Project without adoption of the approved budget, and all receipts and disbursements shall be in strict accordance with the approved budget. The budget shall identify the programs of the MarinMap Project and allocate funds by program. The budget and accounting system shall account for direct and overhead costs by program. The Steering Committee shall recommend and the Directors of the MGSA shall allocate these costs for each program with the adoption of the annual budget.

(b) The costs to maintain and develop the Shared Data Warehouse and other commonly held services, equipment, products, and staff shall be divided among the Member Agencies upon the basis of the benefits received. The division or share may be calculated as a simple cost formula or assessment by jurisdictional area, by number of assessor's parcels within the boundaries of a Member Agency, or through a wider base to include other benefit factors. In any case, the intent is that the assessment be made based on the widest possible applicable criteria. Assessments shall be recommended by the Steering Committee and approved by the MGSA Board of Directors. The costs for other incidental products and services provided to Member Agencies will be calculated on a fee-for-service basis. The cost formula shall be recommended by the Steering Committee and fixed by the MGSA Board of Directors. Adjustments shall be recommended from time to time by the Steering Committee, and approved by a majority vote of the MGSA Board of Directors. Fixed costs for incidental products and services will be tiered to reflect Member Agency and Non-Member Agency fees for services.

Section 6.02. Production of Mapping Data. Proceeds from the production of Mapping Data shall be distributed to Member Agencies on a proportional basis according to each Member Agency's data contribution. The formula for the sharing of revenues shall be determined by the MGSA Board of Directors after receiving the recommendation of the Steering Committee. This formula may provide for a portion of such revenues to be allocated to the MarinMap Project. Additionally, a Member Agency may elect to have such proceeds disbursed to it in one or more of the following ways:

(a) Some, or all, of the Member Agency's proportional share of the proceeds may be refunded to the Member Agency through a cash payment to the Member Agency from the MGSA.

(b) Some, or all, of the Member Agency's proportional share of the proceeds may be applied as a credit to the Member Agency's future monetary obligations hereunder and/or some, or all, of the Member Agency's proportional share of the proceeds may be allocated to the MarinMap Project for its activities.

Section 6.03. Treasurer. The Treasurer of MGSA shall serve as the Treasurer for the MarinMap Project.

The Treasurer shall serve as the depository, have custody of all funds and establish and maintain such books, records, funds and accounts as may be required by reasonable accounting practices, and in compliance with California Government Code Section 6505. The books and records pertaining to the MarinMap Project shall be open to inspection at all reasonable times to the Member Agencies and the public.

The Treasurer shall prepare such financial reports as may be requested by the Steering Committee or Executive Sub-Committee and as directed by the MGSA Board of Directors.

The Treasurer shall cause an independent annual audit of the accounts and records by a certified public accountant, in compliance with the requirements of Section 6505 of the California Government Code and generally accepted auditing standards.

MarinMap funds shall be maintained in a trust account and these funds shall not be interspersed with other funds held by the MGSA Treasurer.

Section 6.04. Debts and Liabilities. Except as otherwise provided by Section 4.04(c), no debt, liability or obligation of the MarinMap Project shall constitute a debt, liability or obligation of any Member Agency, and each Member Agency's obligation hereunder is expressly limited only to the appropriation and contribution of such funds as may be levied hereunder for services among the Member Agencies, or on a fee-for-service basis, or as the parties hereto may otherwise agree.

Section 6.05. Effective Date. This Agreement shall become effective when it has been executed by seven (7) Member Agencies.

Section 6.06. Termination. This Agreement shall be terminated by the MGSA Board of Directors upon notice of withdrawal being received from a majority of the Member Agencies. Upon termination, payment of the obligations and division of the property of MarinMap shall be conducted pursuant to Section 6.07.

Section 6.07. Disposition of authority Funds Upon Termination.

(a) In the event of termination of the MarinMap Project as organized and managed under this Agreement, all funds remaining after payment of all obligations of the MarinMap Project shall be transferred to any successor organization or agency designated by the MGSA Board of Directors to carry out the activities and operations of the MarinMap Project.

(b) If there is no successor entity designated by the MGSA Board of Directors to carry on the activities of the MarinMap Project, or assume its obligations, all funds remaining after payment of all obligations shall be distributed to the Member Agencies in proportion to their contribution as approved by the MGSA Board of Directors after receiving the recommendation of the Steering Committee.

(c) If a successor organization or agency undertakes some of the functions of the MarinMap Project, and assumes some of its obligations, all funds remaining after payment of all obligations shall be allocated by the MGSA Board of Directors between the successor organization or agency and Member Agencies after receiving the recommendation of the Steering Committee.

(d) If the MarinMap Project is terminated due to circumstances falling within paragraph (b) or (c) above, the decisions of the MGSA Board of Directors shall be final.

Section 6.08. Amendments. This Agreement may be amended only upon the recommendation of a two-thirds affirmative vote of the Steering Committee and subsequent approval by a majority of the MGSA Board of Directors.

Section 6.09. Withdrawal.

(a) Any Member Agency may withdraw from the MarinMap Project effective July 1 of any year upon ninety (90) days written notice to the MGSA.

(b) If a Member Agency withdraws, its financial obligation shall be limited to its share of costs and liabilities incurred by the MarinMap Project prior to the date its written notice of withdrawal is effective as provided by Section 6.04. Additionally, pursuant to Section 6.02, the

withdrawing Member Agency shall be entitled to proceeds from the production of any Mapping Data by the MGSA on behalf of the MarinMap Project, received prior to the effective date of its written notice of withdrawal. Upon withdrawal, a member Agency may retain one copy of the current core data for its own use, but shall not be entitled to any subsequent base maps, updates or maintenance of the shared Geographic Information System. The withdrawing Member Agency will have no further duty to contribute Mapping Data, but shall continue to be bound by restrictions on the production, dissemination and disposition of Mapping Data to third parties, which shall remain in full force and effect, and which shall survive termination. Except as expressly provided in this Section, a withdrawing Member Agency shall surrender all claims to products, services or other assets developed by the MarinMap Project.

Section 6.10. Default by Member Agency. Failure to adhere to the requirements of this Agreement may result in termination of Member Agency status effective July 1 of any year, upon ninety (90) days prior written notice to the defaulting Member Agency by the Steering Committee, with subsequent approval by the MGSA Board of Directors. The decision to recommend termination of Member Agency status may be made by a majority of the Steering Committee. In the event of termination, the provisions of Section 6.09(b) shall govern.

Section 6.11. Disputes and Arbitration.

(a) The Member Agencies agree that any dispute which arises between or among them involving the interpretation or application of this Agreement, or the rights and remedies of the Member Agencies, which cannot be resolved through discussion shall be subject to mandatory binding arbitration pursuant to California Code of Civil Procedure Section 1280, and shall not be subject to judicial determination except as expressly provided by law.

(b) If a Member Agency wishes to submit a dispute to arbitration, it shall serve a demand for arbitration, setting forth the issues to be arbitrated and the general contentions of the Member Agency on the other Member Agencies. All demands for arbitration shall be served within one year of the event giving rise to the dispute.

(c) The Member Agencies may mutually agree upon an arbitrator. If the Member Agencies cannot agree upon an arbitrator, the Member Agency demanding arbitration shall request a list of arbitrators with prior experience in similar disputes from the San Francisco Office of the American Arbitration Association. Each Member Agency (commencing in alphabetical order) shall alternately strike a name from the list until only one name remains.

Section 6.12. Additional Member Agencies. In addition to the original signatories to this Agreement, any Local Agency within Marin County may become a Member Agency. The addition of any new Member Agency shall become effective upon the execution on behalf of such Local Agency of a counterpart of this Agreement and the delivery of such executed counterpart to the MGSA.

Section 6.13. Notices. Any notice, request, or other communication under this Agreement shall be given by first class mail or personal delivery to the party entitled thereto, or by facsimile transmission or other form of telecommunication. Unless otherwise provided herein, notice shall be effective either: (i) upon transmission by facsimile transmission or other form of telecommunication, provided a telephonic communication of such transmission is provided; (ii) forty-eight (48) hours after deposit in the United States mail, postage prepaid; or (iii) in the case of personal delivery to any person, upon actual receipt.

Section 6.14. Section Headings. All section headings in this Agreement are for convenience of reference only and are not to be construed as modifying or governing the language in the section referred to or to define or limit the scope of any provision of this Agreement.

Section 6.15. Law Governing. This Agreement is made in the State of California under the constitution and laws of the State, and is to be so construed.

Section 6.16. Severability. Should any portion of this Agreement be held by any court of competent jurisdiction to be invalid, unenforceable, void or voidable for any reason whatsoever, the validity and enforceability of the remaining portions shall not be affected thereby.

Section 6.17. Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed to be an original, but all of which together shall constitute one and the same instrument.

Section 6.18. Successors. This Agreement shall be binding upon and shall inure to the benefit of the successors of the respective Member Agencies.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed and attested by their proper officers thereunto duly authorized on the respective dates shown below.

Date: _____, 2007 MARIN GENERAL SERVICES AUTHORITY

By: _____
Chairperson

COUNTY OF MARIN

By: _____
President of the Board of Supervisors

CITY OF BELVEDERE

By: _____
Mayor

TOWN OF CORTE MADERA

By: _____
Mayor

TOWN OF FAIRFAX

By: _____
Mayor

CITY OF LARKSPUR

By: _____
Mayor

CITY OF MILL VALLEY

By: _____
Mayor

CITY OF NOVATO

By: _____
Mayor

TOWN OF ROSS

By: _____
Mayor

TOWN OF SAN ANSELMO

By: _____
Mayor

CITY OF SAN RAFAEL

By: _____
Mayor

CITY OF SAUSALITO

By: _____
Mayor

TOWN OF TIBURON

By: _____
Mayor

MARIN MUNICIPAL WATER DISTRICT

By: _____
President of the Board of Directors

MARIN LOCAL AGENCY FORMATION COMMISSION

By: _____
Chairperson

SEWERAGE AGENCY OF SOUTHERN MARIN

By: _____
President of the Board of Directors

TRANSPORTATION AUTHORITY OF MARIN

By:_____

Title:_____

Exhibit A

Data to Be Shared

1. Survey control monuments
2. Digital orthophotos
3. Contours (elevations) associated with Digital orthophotos
4. Surveys used to create parcel boundaries
5. Street (pavement) centerlines and attribute data as contained in the Census Bureau TIGER file
6. Streams, creeks and water bodies with attribute data
7. Government boundaries
8. Graphic representation of physical infrastructure used to provide
9. public services
10. Location of hazardous materials
11. 2000 Census Data
12. Any other data as deemed appropriate by the Steering Committee

Amendment Number 1 - JEPA

Amendment Number 1
MarinMap Joint Exercise of Powers Agreement
Marin General Services Authority Board of Directors
Approved by Resolution 2014 – 04, March 13, 2014

A) New Membership Language

1) Section 1.01, Definitions: "Independent Fire District Member" means a Special District organized under the laws of the state of California whose primary purpose is to provide fire protection. An Independent Fire District Member possesses all the rights and obligations of Member Agencies in the Agreement except that all of the Independent Fire District members shall have only one vote on the Steering Committee and the annual fee as determined by the MGSA Board of Directors shall take this limitation in participation in the Steering Committee into account in setting the annual fee."

2) Section 5.01, new last sentence: "Notwithstanding the foregoing, all the Independent Fire District Members shall have cumulatively only one representative on the Steering Committee."

3) Section 6.12, new last sentence: "Additionally, there is a class of membership for Independent Fire Districts with limited participation on the Steering Committee."

B) Administrative Revisions

1) Section 2.04, Strategic Initiatives, delete the strikeout:
(c) Centerline Data Files. Centerline Data Files aligned with digital orthophotography ~~enhancement and maintenance of the 1999 Census TIGER Files~~, by improving coordinate accuracy-using street Centerline Data Files.

2) Section 3.03. Specific Services, delete the strikeout:
(d) Provide access to ~~TIGER~~ Street Centerline Files, which provide address data and other data attributable to a street system.

3) Section 5.01 The Steering Committee, add the bold underline:
The Steering Committee shall be advisory to the MGSA Board of Directors and shall be comprised of one representative from each Member Agency. Each Steering Committee representative shall be selected by the City/Town **Manager, City/Town** Council, Board of Supervisors or **executive officer or** Board of Directors for the Member Agency, and shall be a member of the Member Agency's staff. Steering Committee Members shall serve a two-year term and may be reappointed. A majority of the members of the Steering Committee shall constitute a quorum for purposes of conducting business, and a majority of a quorum shall be authorized to act on behalf of the Steering Committee.

4) Section 5.02. Executive Sub-Committee, amend per below:

Routine administrative matters for the MarinMap Project may be decided by an Executive Sub-Committee. The Executive Subcommittee shall be made up of at least seven, but not more than nine, members and shall be selected by the Steering Committee. Membership shall include the Chair and Vice- Chair of the Steering Committee, one representative each of the County, City of San Rafael, City of Novato, Marin Municipal Water District, ~~special districts (other than MMWD), and two representatives of other cities and towns (other than San Rafael and Novato.)~~ **and at least two representatives of Marinmap member agencies, no less than two of which shall be from cities or towns (other than San Rafael and Novato).**

5) Section 5.09. Meetings and Reports, change below minimum number of Steering Committee meetings:
(a) The Steering Committee
(1) The Steering Committee shall hold at least ~~two~~ **one** regular meetings per year.

C) All other terms of the MarinMap Joint Exercise of Powers Agreement remain unchanged.

ATTACHMEMNTS

- MGSA Resolution 2014-04 Approving Amendment 1 to the MarinMap JEPA.
- MarinMap Steering Committee Minutes of March 6, 2014, Recommending Approval of Amendment 1 to the MarinMap JEPA

Appendix C

County of Marin/MarinMap Technical Services Contract

COUNTY OF MARIN

COMMUNITY DEVELOPMENT AGENCY
PLANNING DIVISION

June 16, 2015

Brian C. Crawford
DIRECTOR

Thomas Lai
ASSISTANT DIRECTOR

Marin County Civic Center
3501 Civic Center Drive
Suite 308
San Rafael, CA 94903
415 473 6269 T
415 473 7880 F
415 473 2255 TTY
www.marincounty.org/plan

Board of Supervisors
County of Marin
3501 Civic Center Drive
San Rafael, California 94903

APPROVED
JUN 16 2015
MARIN COUNTY
BOARD OF SUPERVISORS

SUBJECT: Marin General Services Authority contract with County of Marin

Dear Board Members:

RECOMMENDATION: Approve contract with Marin General Services Authority and authorize Board President to execute contract

SUMMARY: The Marin General Services Authority contracts with the County of Marin to provide business and technical services to its MarinMap project. For an amount not to exceed $60,000 per year, County staff provide computer infrastructure, database management, data development, GIS applications, training, web site maintenance, business advice and technical advice. The contract is automatically renewed unless either party chooses to terminate under the provisions of the Termination clauses. The County has been providing these services since 2003.

FISCAL/STAFFING IMPACT: The County of Marin will receive up to $60,000 per year annually as reimbursement for providing services to the MarinMap program.

REVIEWED BY:

☐ Auditor Controller	☐ N/A
X County Counsel	☐ N/A
☐ Human Resources	☐ N/A

Respectfully Submitted,

Brian Crawford
Director

Fred Vogler
Manager
Geographic Information Systems

Attachments:
1. Marin General Services Authority contract
2. County of Marin self-insurance declaration

CA-26

MARIN GENERAL SERVICES AUTHORITY
PROFESSIONAL SERVICES CONTRACT
MarinMap Technical Services

THIS AGREEMENT is made and entered into this 16th day of JUNE, 2015, by and between the **MARIN GENERAL SERVICES AUTHORITY**, hereinafter referred to as "Authority" and County of Marin, hereinafter referred to as "County."

RECITALS:

WHEREAS, Authority desires to retain County to provide services as set forth in attached "Exhibit A- Scope of Services."

WHEREAS, County warrants that he/she is qualified and competent to render the aforesaid services;

NOW, THEREFORE, for and in consideration of the agreement made, and the payments to be made by Authority, the parties agree to the following:

1. SCOPE OF SERVICES:

County agrees to provide all of the services described in Exhibit "A," attached hereto and by this reference made a part hereof.

2. FEES:

The fees for furnishing services under this Contract shall be up to $60,000 per fiscal year unless otherwise approved. Said fees shall remain in effect for the entire term of the contract. The term of this contract is one year commencing on July 1, 2015, and shall renew automatically unless terminated.

3. PAYMENT:

The fees for services under this Contract shall be due as set forth in Section 2 above, upon receipt by Authority of an invoice covering the service(s) rendered. The source of funding by the Authority for this work shall be: the Marin General Services Authority Fund, 70060.

4. WORKER'S COMPENSATION:

The County acknowledges that it is aware of the provisions of the Labor Code of the State of California which require every employer to be insured against liability for worker's compensation or to undertake self-insurance in accordance with the provisions of that Code, and it certifies that it will comply with such provisions before commencing the performance of the work of this Contract. If County has employees, a copy of the certificates evidencing such insurance shall be provided to Authority prior to commencement of work.

5. INSURANCE:

BOS ATTACHMENT #1

Where the services to be provided under this Contract involve or require the use of any type of vehicle by County in order to perform said services, County shall provide comprehensive business or commercial automobile liability coverage including non-owned and hired automobile liability in the amount of $300,000.00. Said policies shall remain in force through the life of this Contract and shall be payable on a "per occurrence" basis unless Authority specifically consents to a "claims made" basis. The insurer shall supply a certificate of insurance with endorsements signed by the insurer evidencing such insurance to Authority prior to commencement of work, and said certificate with endorsement shall provide for ten (10) day advance notice to Authority of any termination or reduction in coverage.

Failure to provide and maintain the insurance required by this contract will constitute a material breach of the agreement. In addition to any other available remedies, Authority may suspend payment to the County for any services provided during any time that insurance was not in effect and until such time as the County provides adequate evidence that County has obtained the required coverage.

6. NONDISCRIMINATORY EMPLOYMENT:

County and/or any permitted subcontractor shall not unlawfully discriminate against any individual based on race, color, religion, nationality, sex, sexual orientation, age or condition of disability. County and/or any permitted subcontractor understands and agrees that County and/or any permitted subcontractor is bound by and will comply with the nondiscrimination mandates of all Federal, State and local statutes, regulations and ordinances.

7. SUBCONTRACTING:

The County shall not subcontract nor assign any portion of the work required by this Contract without prior written approval of the Authority except for any subcontract work identified herein.

8. ASSIGNMENT:

The rights, responsibilities and duties under this Contract are personal to the County and may not be transferred or assigned without the express prior written consent of the Authority.

9. LICENSING AND PERMITS:

The County shall maintain the appropriate licenses throughout the life of this Contract. County shall also obtain any and all permits, which might be required by the work to be performed herein.

10. BOOKS OF RECORD AND AUDIT PROVISION:

County shall maintain on a current basis complete books and records relating to this Contract. Such records shall include, but not be limited to, documents supporting all

bids, all income and all expenditures. The books and records shall be original entry books with a general ledger itemizing all debits and credits for the work on this Contract. In addition, County shall maintain detailed payroll records including all subsistence, travel and field expenses, and canceled checks, receipts and invoices for all items. These documents and records shall be retained for at least five years from the completion of this contract. County will permit Authority to audit all books, accounts or records relating to this Contract or all books, accounts or records of any business entities controlled by County who participated in this Contract in any way. Any audit may be conducted on County's premises or, at Authority's option; County shall provide all books and records within a maximum of fifteen (15) days upon receipt of written notice from Authority. County shall refund any moneys erroneously charged. If Authority ascertains that it has been billed erroneously by County for an amount equaling 5% or more of the original bid, County shall be liable for the costs of the audit in addition to any other penalty to be imposed.

11. TIME OF AGREEMENT:

The term of this contract is one year commencing on July 1, 2015, and shall renew automatically unless terminated.

12. TITLE:

It is understood that any and all documents, information and reports concerning this project prepared by and/or submitted to the County, shall be the property of the Authority. The County may retain reproducible copies of drawings and copies of other documents. In the event of the termination of this Contract, for any reason whatever, County shall promptly turn over all information, writing and documents to Authority without exception or reservation.

13. TERMINATION:

A. If the County fails to provide in any manner the services required under this Contract or otherwise fails to comply with the terms of this Contract or violates any ordinance, regulation or other law, which applies to its performance herein, the Authority may terminate this Contract by giving five (5) calendar days written notice to the party involved.

B. The County shall be excused for failure to perform services herein if such services are prevented by acts of God, strikes, labor disputes or other forces over which the County has no control.

C. Either party hereto may terminate this Contract for any reason by giving six (6) months written notice to the other parties. Notice of termination shall be by written notice to the other parties and be sent by registered mail.

D. In the event of termination not the fault of the County, the County shall be paid for services performed to the date of termination in accordance with the terms of this Contract.

14. RELATIONSHIP BETWEEN THE PARTIES:

It is expressly understood that in the performances of the services herein, the County, and the agents and employees thereof, shall act in an independent capacity, as an independent County, and not as officers, employees or agents of the Authority. County shall be solely responsible to pay all required taxes, including but not limited to, all withholding social security, and worker's compensation.

15. AMENDMENT:

This Contract may be amended or modified only by written agreement of all parties.

16. ASSIGNMENT OF PERSONNEL:

The County shall not substitute any personnel for those specifically named in its proposal unless personnel with substantially equal or better qualifications and experience are provided, acceptable to Authority, as is evidenced in writing.

17. JURISDICTION AND VENUE:

This Contract shall be construed in accordance with the laws of the State of California and the parties hereto agree that venue shall be in Marin County, California.

18. INDEMNIFICATION:

County agrees to indemnify, defend, and hold Authority harmless from any and all liabilities including, but not limited to, litigation costs and attorney's fees which it may incur as a consequence of this Contract and from any and all claims and losses to anyone who may be injured or damaged by reason of County's willful misconduct or negligent performance of this Contract.

19. COMPLIANCE WITH APPLICABLE LAWS:

The County shall comply with any and all federal, state and local laws affecting the services covered by this Contract.

20. NOTICES:

This contract shall be managed and administered on Authority's behalf by the party set forth below. All invoices shall be submitted and approved by this party and all notices shall be given to Authority at the following location:

Executive Officer
Marin General Services Authority
555 Northgate Drive
San Rafael, CA 94903

Notices shall be given to County at the following address:

Frederick E. Vogler
Community Development Agency

3501 Civic Center Drive, Room 308
San Rafael, CA 94903

IN WITNESS WHEREOF, the parties hereunto have executed this Contract on the date first above written.

APPROVED AS TO FORM:
GENERAL COUNSEL AUTHORITY:

By: _____

APPROVED BY:
MARIN GENERAL SERVICES

By: _____
Paul Berlant, Executive Officer

COUNTY:

By: _____
Name: Name KATIE RICE, PRESIDENT
Federal Tax I.D.:
Telephone No.:

EXHIBIT "A"- SCOPE OF SERVICES

Part One-Services

Business Operations Management

- Draft work programs for MarinMap Committees; monitor performance of committees in completing work program
- Monitor performance in completing Service Level Agreements.
- Write business requirements for GIS applications in consultation with MarinMap members, Analysts and Applications programmer
- Write Matrix GIS Team proposals for MarinMap projects (with staff consultation)
- Direct member queries to the appropriate Matrix Team staff or other resource for a response.

Technical Assistance

- Provide technical assistance to and answer questions for MarinMap members regarding standard GIS software and applications used by members (e.g. ESRI ArcView, Microsoft SQL-Server, and ESRI Spatial Data Engine). NOTE: MarinMap members should first take ESRI-authorized training in ESRI software prior to being eligible for ESRI product-specific technical assistance. Team may facilitate ESRI training in Marin if a sufficient number of members are interested. Also NOTE: technical support will be limited to Matrix GIS Team expertise. Matrix GIS Team will not be expected to learn new content in order to answer a question, but reserves the option to learn new content.
- Teach members how to connect to servers
- Answer questions regarding MarinMap data

Data Development

Plus out-sourcing as needed

- Capture (e.g. digitize) and update member spatial and attribute data.

Data Integration

- Review all spatial and attribute data for conformance with MarinMap standards
- Quality assure/quality control data before loading into database in accordance with MarinMap standards.

Training

To be determined

- Teach members how to use MarinMap Internet-based applications

Applications Programming

- Design and program user interface software for query and update of data in MarinMap database (MarinMap standard software only)

- Evaluate performance of applications; recommend improvements, if any
- Recommend ideas for applications

Web site

Plus out-sourcing as needed

- Design and configure user interface, pages and relations (links)
- Evaluate utility, performance and appropriateness of site through user testing and solicitation of feedback from member staff
- Recommend ideas in order to meet user requirements

Database Administration

- Design data models in consultation with Business Operations Manager and MarinMap Standards Committee
- Load new data into production database
- Monitor and performance-tune production database
- Assign permissions to database

Infrastructure Management

IST Server Group (various individuals)

- Deploy MarinMap application and data servers.
- Assign and enforce security
- Connect members to server and monitor connections

Part Two-Personnel

Business Operations Management
Fred Vogler 473-6286, fvogler@marincounty.org

Technical Assistance
Frank Godino 473-2998, fgodino@marincounty.org
Chris Edwards 473-2997 cedwards@marincounty.org
Fred Vogler 473-6286, fvogler@marincounty.org
Dennis Healey 473-4053 dhealey@marincounty.org
Mehmet Cuhadaroglu 473-3218 mcuhadaroglu@marincounty.org

Data Development
Dennis Healey 473-4053 dhealey@marincounty.org
Fred Vogler 473-6286, fvogler@marincounty.org
Mehmet Cuhadaroglu 473-3218 mcuhadaroglu@marincounty.org

Data Integration
Chris Edwards 473-2997 cedwards@marincounty.org
Fred Vogler 473-6286, fvogler@marincounty.org

Applications Programming
Frank Godino 473-2998, fgodino@marincounty.org
Mehmet Cuhadaroglu 473-3218 mcuhadaroglu@marincounty.org
Fred Vogler 473-6286, fvogler@marincounty.org

Web site
Frank Godino 473-2998, fgodino@marincounty.org
Brad Starks bstarks@marincounty.org

Database Administration
Chris Edwards 473-2997 cedwards@marincounty.org
Frank Godino (when Chris is out of the office) 473-2998, fgodino@marincounty.org

Infrastructure Management
Chris Edwards 473-2997 cedwards@marincounty.org
Kelly McCubbin 473-2945 kmccubbin@marincounty.org
Fred Vogler 473-6286, fvogler@marincounty.org

COUNTY OF MARIN

OFFICE OF THE
COUNTY ADMINISTRATOR

Matthew H. Hymel
COUNTY ADMINISTRATOR

Marin County Civic Center
3501 Civic Center Drive
Suite 325
San Rafael, CA 94903
415 473 6358 T
415 473 4104 F
CRS Dial 711
www.marincounty.org/coo

May 28, 2015

Marin General Services Authority
555 Northgate Drive
San Rafael, CA 94903

RE: Pursuant to terms and conditions set forth in the Agreement between County of Marin and MGSA for services associated with MarinMap and Matrix-Pro operations

County of Marin Certificate of Self-Insurance

To Whom It May Concern:

The County of Marin is self-insured for casualty losses from the following exposures up to the amounts listed:

• Bodily Injury, Personal Injury, Third Party Property Damage	$1,000,000 per occurrence
• Public Officials Errors & Omissions	$1,000,000 per occurrence
• Auto Liability	$1,000,000 per occurrence
• Medical Malpractice Liability	$ 10,000 per event
• Workers' Compensation	$ 1,000,000 each accident

It should be expressly understood that the intent of the insurance evidenced herein follows the policies and regulations of the County of Marin that do not permit any assumption of liability which does not result from and is not caused by the negligent acts or omissions of its officers, agents, employees or other persons under its direction and control. Any indemnification or hold harmless clause with broader provisions than required under such policies and regulations shall invalidate this certificate.

Should you have any questions regarding the County's self-insurance program, please contact me.

Very truly yours,

Karol Hosking

Karol Hosking, ARM
Risk Manager
415-473-6445
khosking@marincounty.org

BOS ATTACHMENT #2

GEOGRAPHIC TECHNOLOGIESGROUP®

Beyond Location Intelligence

Product of:

Geographic Technologies Group

www.geotg.com

919.759.9214

Move Forward Strategy Report

Marin General Services Authority - MarinMap

Geographic Information System Services

GEOGRAPHIC TECHNOLOGIESGROUP®
Beyond Location Intelligence

888.757.4222

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definition of ACRONYMS

- **AGOL –** ArcGIS Online
- **Esri –** Environmental Systems Research Institute
- **FGDB –** File geodatabase (.fgdb) – used in Esri software
- **GIS** – Geographic Information System
- **GTG** – Geographic Technologies Group, Inc.®
- **IST –** Information Systems and Technology
- **JEPA** – Joint Exercise of Powers Agreement
- **LAFCo** – Local Agency Formation Commission
- **MDB –** Microsoft Access database file (.mdb)
- **MGSA** – Marin General Services Authority
- **MMA –** Marin Manager's Association
- **MMWD –** Marin Municipal Water District
- **MPWA –** Marin Public Works Association
- **SDE –** Spatial Database Engine
- **SQL –** Structured Query Language
- **VOC** – Voice of the Customer

Executive Summary

Overview and Current State

MarinMap, administered through the Marin General Services Authority (MGSA), is a regional GIS collaboration that provides shared spatial data tools and services to support the operational and planning needs of Marin County's public agencies. Formed under a Joint Exercise of Powers Agreement (JEPA), MarinMap has long served as a centralized GIS platform, enhancing emergency response coordination, promoting data sharing, and improving access to geographic information for both member agencies and the public.

While the program continues to offer value, a number of structural and operational challenges have emerged. These include unclear lines of responsibility, aging infrastructure and software, inconsistencies in data governance, and a vaguely defined funding model. Over time, member agency reliance on Marin County's Information Services and Technology (IST) Department has created service bottlenecks and operational inefficiencies. In light of these trends, MarinMap should modernize its governance, technical, and financial frameworks to remain effective and sustainable in the years ahead.

Strategy Purpose and Goals

This document is a *Move Forward Strategy* designed to position MarinMap for long-term sustainability by realigning governance, clarifying stakeholder roles, modernizing technical systems, and establishing a resilient financial model.

The primary goals of the strategy include:

- Enhancing governance to promote accountability and inclusive decision-making
- Defining the roles of MarinMap, MGSA, and Marin County through updated, modernized agreements that reflect actual operations.
- Improving data governance and standardization across jurisdictions

- Transitioning MarinMap's infrastructure to ArcGIS Online (AGOL) and ArcGIS Hub Premium
- Establishing a fair and sustainable funding model
- Supporting leadership continuity through structured succession planning
- Sustainability through training and awareness

Key Findings

Based on the GIS Needs Assessment, the following critical challenges were identified:

- **Governance Structure Gaps**
  Although the roles of MarinMap, MGSA, and the County are delineated in the JPA and Professional Services Contract, they are not being strictly adhered to. The Executive Sub-Committee has assumed a more prominent decision-making role than originally intended, leading to less formal operations.
- **Data Governance and Quality**
  Many member agencies lack standardized procedures for updating or maintaining GIS data. Metadata is inconsistently applied, and outdated datasets have impacted data accuracy and usability.
- **Technical Infrastructure Constraints**
  MarinMap's infrastructure currently depends on County-managed systems, including servers that host the SQL database and Geocortex applications. As the County phases out support for Geocortex, the transition to AGOL in progress is endorsed.
- **Funding Model Imbalances**
  The existing tiered membership model does not reflect actual usage or support needs. Some agencies receive significant support while contributing less financially, and one member has expressed concern about cost-benefit alignment.
- **Leadership Continuity Concerns**
  The Program Director role lacks a formal succession plan and has limited capacity to support growing program needs. If the program expands beyond current services, this limited capacity presents risks to operational stability and

long-term leadership continuity. If the program continues without change, the current level of Program Director support should be adequate.

Summary of Recommendations

To address these challenges and support future growth, the following recommendations are proposed:

- **Governance Improvements**
  Reaffirm the governing structure of the Steering Committee as the primary advisory body. Reaffirm the Steering Committee and Executive Sub-Committee representatives and reiterate the need for participation (to constitute a quorum). Refocus the Executive Sub-Committee on routine administrative matters.
- **Data Governance Framework**
  Establish standardized data-sharing agreements, enforce metadata requirements, and implement regular data update protocols to improve quality and consistency.
- **Technology Modernization**
  Migrate MarinMap's GIS environment from County-hosted servers to ArcGIS Online and ArcGIS Hub Premium. Expand internal technical capacity by adding a GIS Technician-level contractor to support data updates, training, and ongoing system maintenance.
- **Sustainable Funding Model**
  Review the membership fee structure and identify potential improvements that can be applied to support the members' needs. Explore supplemental funding through grants and regional cost-sharing initiatives. Maintain the existing reserve fund to support future maintenance and operational needs.
- **Leadership and Succession Planning**
  Reevaluate the Program Director role to reflect current demands as needed. Develop a succession plan that includes onboarding procedures, knowledge transfer documentation, and phased leadership transitions.

MarinMap remains a critical asset for GIS collaboration in Marin County. However, to maintain its relevance and effectiveness, the program must modernize. The Move

Forward Strategy provides a comprehensive path to strengthen governance, update infrastructure, and build long-term operational resilience. Through strategic realignment and reinvestment, MarinMap can continue to serve as a foundational GIS resource for its member agencies and the broader community.

Existing Conditions

Current Operations

MarinMap is a collaborative regional Geographic Information System (GIS) program operating under the Marin General Services Authority (MGSA). Established through a Joint Exercise of Powers Agreement (JEPA), MarinMap was created to facilitate the shared development and maintenance of GIS data and applications among municipalities, special districts, and public agencies in Marin County. By centralizing GIS services, MarinMap aims to reduce costs, improve emergency response coordination, enhance infrastructure planning, and increase public access to geographic information.

MGSA oversees MarinMap's governance, funding, and operations, ensuring that the program aligns with the needs of its member agencies. However, over time, ambiguities in roles and responsibilities, technological challenges, and waning participation have emerged, necessitating a comprehensive review and strategic restructuring.

GIS for Regional Coordination and Decision-Making

GIS is a critical tool for regional coordination, enabling municipalities and agencies to manage geographic data, analyze trends, and make informed decisions. By integrating spatial data from multiple sources, regional GIS supports a wide range of public services, including:

- **Emergency Response & Disaster Management**: GIS enhances coordination between agencies during natural disasters, wildfires, and other emergencies by providing real-time mapping of critical infrastructure and vulnerable areas.
- **Infrastructure & Public Works Planning**: Shared GIS data allows municipalities to align capital improvement projects, reducing redundancies and minimizing disruptions.
- **Land Use & Environmental Planning**: GIS supports zoning regulations, conservation efforts, and climate resilience planning by visualizing land use patterns and environmental impact assessments.

- **Public Transparency & Accessibility**: Web-based GIS applications provide the public with easy access to property information, infrastructure projects, and environmental data, promoting community engagement.

While MarinMap has historically played a vital role in providing support for these services, its effectiveness has been hindered by outdated infrastructure, governance inefficiencies, and inconsistent data management. Addressing these issues is crucial to maintaining MarinMap's role as a regional GIS leader.

Methodology

To develop an effective move-forward strategy, MGSA enlisted Geographic Technologies Group, Inc.® (GTG) to conduct a GIS Needs Assessment. This assessment was structured into four key tasks:

1. **Educational Webinar** – GTG conducted a webinar for MarinMap stakeholders to provide an overview of modern GIS capabilities, identify potential areas for improvement, and align expectations regarding MarinMap's future.

2. **Voice of the Customer (VoC) Survey** – An online questionnaire was distributed to stakeholders to gather feedback on MarinMap's current services, challenges, and future needs. The results provided valuable insights into user experiences and expectations.

3. **Stakeholder Interviews** – One-on-one interviews were conducted with key MarinMap stakeholders, including the Executive Subcommittee, the Program Director, Marin County IST, and representatives from various municipalities. These discussions identified specific governance, funding, and technology concerns.

4. **GIS Needs Assessment** – The findings from the survey and interviews were compiled into a comprehensive report, highlighting key challenges and recommendations for improving MarinMap's governance, infrastructure, and funding sustainability.

Based on these findings, this Move-Forward Strategy was developed to address MarinMap's challenges and provide a roadmap for enhancing governance, modernizing technology, improving data governance, and ensuring long-term

financial stability. This strategy prioritizes clear governance structures and efficient resource allocation between Marin County and MGSA to define roles and responsibilities.

The following sections outline the key areas for improvement and provide actionable recommendations to strengthen MarinMap's ability to serve its member agencies and the broader community.

Existing Governance and Challenges

MarinMap was established under a Joint Exercise of Powers Agreement (JEPA) to enable local governments, special districts, and public agencies within Marin County to collaborate around a shared Geographic Information System (GIS). The JEPA outlines a cooperative governance framework designed to reduce redundancy, pool technical resources, and enhance spatial data accessibility across the region. Oversight of the agreement is administered by the Marin General Services Authority (MGSA), which is responsible for budget approvals, contract management, and high-level program guidance.

Roles and Responsibilities of MGSA, Marin County, and Member Agencies

MGSA

MGSA serves as the administrative backbone of MarinMap. It is responsible for ensuring program alignment with regional GIS needs, approving annual budgets, and supporting policy development. MGSA also convenes the Steering Committee and Executive Subcommittee, which provide program-level guidance and operational input.

Marin County IST

The County's Information Services and Technology (IST) Department initially provided foundational technical support, including server hosting and GIS infrastructure management. Over time, the County's involvement has shifted, and while it currently still hosts MarinMap infrastructure and offers the same level of support, it would like to clarify its maintenance as being for MarinMap, rather than supporting all members'

GIS needs. The amount of payment from MarinMap and the services provided needs to be evaluated.

Member Agencies

Participating agencies contribute annual dues and data while using MarinMap's GIS resources to support planning, emergency response, and public service delivery. Engagement levels vary; larger agencies with internal GIS capabilities manage their data, whereas smaller jurisdictions depend more heavily on shared services. These disparities have created inconsistencies in data maintenance, support expectations, and governance participation.

Current Governance Challenges

The cooperative model established by the JEPA has delivered measurable value but has also, over time, developed structural weaknesses that impact operational effectiveness. The following key challenges were identified in the GIS Needs Assessment:

1. Ambiguity in Roles and Responsibilities

- The division of responsibilities between MGSA, Marin County, MarinMap, and its member agencies is not clearly defined.
- Support roles have evolved informally, resulting in ad hoc decisions and service delivery gaps.
- Smaller agencies continue to treat Marin County IST as a general GIS helpdesk, rather than the MarinMap helpdesk, despite the County's reduced support capacity. However, IST gently deflects or alerts the MarinMap Program Director or contractor when a support need is actually for the member's own GIS or data management, meaning the non-MarinMap requests are not creating more work except to forward to the appropriate team. This lack of awareness of the proper method to request assistance causes confusion and inefficiency in receiving timely support.

2. Decision-Making Limitations

- The Steering Committee, originally tasked with strategic oversight and budget approvals, has seen decreased participation and less frequently convened meetings.
- Operational decision-making, like the proposed budget and determining projects to be performed within the project budget scope, has shifted to the Executive Subcommittee, a body originally intended for routine administrative matters, such as day-to-day operations.
- Despite multiple opportunities to comment, budget and project decisions are frequently made without broad input, due to a lack of member participation, reducing transparency and stakeholder alignment.

3. Program Leadership Constraints

- The Program Director position is part-time under a professional services contract, with administrative and managerial services defined, supporting coordination and communication across the MarinMap consortium, but with no direct authority over technical operations or data management.
- Originally scoped at eight hours per week, the Program Director's current time allocation has diminished to just two hours per week, due to fewer new projects and endeavors being requested. The reduction in hours may limit availability for strategic planning, outreach, advocacy, and program development.
- No formal succession plan exists for the Program Director role, creating risks to leadership continuity and institutional knowledge retention.

4. Technical Support and Resource Limitations

The GIS contractor fulfills technical requests as required. While there are no time restrictions aside from budget constraints, the contractor is usually assigned particular duties and does not supply comprehensive GIS support to every member agency.

5. Financial Structure and Resource Allocation

- Some members have concerns about membership value.

Program Leadership and Decision-Making Structure

MarinMap's operational and governance framework relies on a combination of part-time contracted roles and interagency committees to provide administrative coordination, technical support, and program oversight. While this structure has enabled regional collaboration over time, the evolving complexity of MarinMap's needs now requires a clearer definition of roles and a more deliberate decision-making process.

Program Director and GIS Contractor Roles

The Program Director is a part-time independent contractor position retained by MGSA who serves as MarinMap's primary administrative coordinator, responsible for organizing stakeholder meetings, facilitating policy discussions, preparing and administering the budget, and managing communications between MGSA, member agencies, and the County.. However, as this is a part-time position with an average commitment of only two hours per week, the Director's ability to contribute to long-term planning, strategic direction, or system modernization initiatives is inherently constrained.

The part-time GIS Analyst-level contractor provides essential technical services, including data updates, map creation, and system maintenance. While the analyst fulfills data requests and supports GIS operations, the limited number of hours allocated to the role to date has resulted in delays for projects and support tasks. Their hours are limited by the amount budgeted, which is based on historic needs and evaluated annually. Smaller agencies, which often lack internal GIS capacity, have become increasingly reliant on MarinMap or the County for assistance, straining resources and complicating expectations.

Together, these staffing limitations have contributed to inconsistent service delivery, unclear support boundaries, and growing demand for more structured technical oversight. To remain responsive, proactive, and sustainable, MarinMap may require expanded contractor capacity and updated role definitions that reflect current and future operational needs.

Governance and Decision-Making Bodies

The MGSA Board of Directors is the authoritative body governing MarinMap. MarinMap's formal governance structure consists of two key bodies: the Steering Committee and the Executive Sub-Committee. The Steering Committee makes recommendations to the MGSA. The Executive Sub-Committee can only advise, except for how to spend project monies. Each plays an important role in shaping the program's strategic and operational direction; however, the balance of responsibilities between them has shifted in ways that reduce oversight and transparency.

Steering Committee

Composed of representatives from each member agency, the Steering Committee was originally tasked with recommending an annual budget and making recommendations to the MGSA Board. In practice, their role has diminished by the reality of poor participation and the bulk of the budget work being done by the Program Director and Executive Sub-Committee, resulting in a reactive rather than proactive approach to program planning.

Executive Subcommittee

Intended to recommend routine administration and management of MarinMap, the Executive Sub-Committee has increasingly assumed governance-level responsibilities, including recommendation of project budgets, lower-level technical matters, and approval of program initiatives. Although the Steering Committee may delegate powers, duties, and tasks, this shift has occurred without formal realignment of its scope, leading to decisions being made with limited stakeholder input. As a result, broader agency engagement and participation have declined.

In conclusion, this imbalance in governance, combined with unclear staffing responsibilities, has created inefficiencies that limit MarinMap's ability to scale, respond to member needs, or implement strategic improvements.

Move Forward Strategy

Governance and Leadership Continuity

MarinMap's long-standing success is rooted in collaboration among its member agencies. However, as the program has matured, the governance structure that once served it well has become less defined, creating challenges in transparency, decision-making, and leadership continuity. To maintain momentum and effectively respond to evolving needs, MarinMap must clarify governance roles, strengthen leadership capacity, and ensure long-term organizational sustainability.

Clarifying Governance Roles and Responsibilities

As discussed above, the relationship between the Steering Committee and the Executive Sub-Committee has shifted over time, leading to blurred lines of authority, partly due to the same representatives serving on both committees. The Steering Committee is largely inactive, and its reactivation may not be feasible, warranted, or well-received. The Executive Sub-Committee fills this gap and should be empowered.

Steering Committee

To improve accountability, the Steering Committee should be re-empowered as the primary governing body by reiterating its responsibilities related to recommending hardware/software, contracts, debt, fee schedule, and budgeting to the MGSA Board of Directors.

Executive Sub-Committee

As stated in the JEPA Section 5.05, the Executive Sub-Committee may exercise such powers and perform such duties and tasks as delegated by the Steering Committee and the MGSA Board of Directors. In that light, the present powers, tasks, and duties of the Executive Sub-Committee should be formally delegated in the minutes of a Steering Committee meeting (or other vehicle) to include its current responsibilities, such as budget recommendations, day-to-day operations, and project initiative approval, as well as additional duties for stakeholder engagement, products and services recommendations, and standards.

In effect, the Steering Committee would serve as a compulsory pass-through for recommendations from the Executive Sub-Committee to the MGSA Board of Directors.

Marin County IST

Additionally, reviewing and updating the contract between Marin County and MGSA is necessary to clarify responsibilities related to infrastructure support, data hosting, and technical services. Historically, the County's Information Services and Technology (IST) Department has provided critical support. If MarinMap transitions toward a more autonomous operating model, this agreement will ensure service expectations are defined and mutually understood. A migration to ArcGIS Online and ArcGIS Hub Premium, as recommended by the County, would be a shift in processes, but the same responsibilities the members have currently. User training associated with this move would be imperative. (See Training and Awareness below.)

Member Agencies

The recommended adjustments to member responsibilities focus on strengthening governance, improving data governance, and supporting MarinMap's modernization. Members should:

- reaffirm the Steering Committee as the primary recommendation-making body,
- ensure consistent participation in both committees through primary and alternate representatives, and
- require formal onboarding and annual governance reviews.

Data responsibilities should be clarified through standardized sharing agreements, updating schedules, metadata requirements, and participation in a new Regional Data Governance Sub-Committee, with clear ownership and maintenance expectations for each dataset.

To support technology transition, member agencies should actively participate in the migration to ArcGIS Online and ArcGIS Hub Premium, meet technical readiness standards, follow platform protocols, and engage in application testing. Training and outreach should be expanded with mandatory annual role-specific training, designation of an internal GIS steward in each agency, and contributions to MarinMap communications. Finally, members should commit to full policy compliance, active

participation in project prioritization, program evaluations, and fostering equitable collaboration to ensure shared responsibility and long-term program sustainability.

Sustaining Leadership and Organizational Knowledge

The Program Director plays a central role in supporting governance, facilitating collaboration, and overseeing policy implementation. However, the duties are described in only broad terms which can be summarized as administrative and coordination tasks (hosting meetings, managing communications, overseeing budgets, approving technical requests, etc.) but without specific performance metrics, timelines, or measurable deliverables The current part-time, contracted nature of the role combined with broadly defined duties, has limited MarinMap's ability to address strategic initiatives and evolving operational needs. As program demands increase, leadership capacity must evolve accordingly.

MarinMap should reassess the structure and scope of the Program Director position. This may include specifying the expected time commitment, expanding the role's strategic responsibilities, or implementing a hybrid model that pairs a part-time director with additional technical support, such as a GIS Technician-level contractor. Regardless of the model, clearly defined job expectations and performance goals will be essential for effectiveness. Further, the JEPA should be amended to incorporate the Program Director's Scope of Services (currently defined in the MGSA Professional Services Contract).

Finding a staff member with the time or interest to take on the responsibility of running the program may be a challenge. The candidate should show enthusiasm for MarinMap and have the ability to accomplish a great deal in a short time. If there is a lack of local or member organization candidates, MarinMap may need to seek a recent retiree or an external candidate with the right mix of administrative and technical skills. Regardless of who takes the role, it is essential that they champion the program, advocating for its continued relevance and growth. Equally important is their ability to represent the often-silent majority of members, including the public and smaller agencies that may struggle to participate actively but remain key stakeholders. The next leader must be proactive in engaging these groups, ensuring that their needs and perspectives are considered in MarinMap's evolution.

Looking ahead, a long-term assessment should outline MarinMap's direction over the next five years, identifying any necessary structural or technical changes to adapt to evolving needs. A sustainable succession plan, a clear governance strategy, and a well-defined leadership structure will be essential in maintaining the program's relevance and operational effectiveness. Ensuring these elements are in place will help MarinMap remain a valuable resource for its stakeholders well into the future.

Succession Planning

Equally important is the development of a formal succession plan. Much of MarinMap's institutional knowledge resides with long-serving individuals, and the absence of a structured transition process presents risks to continuity and service delivery. A transition plan should include detailed documentation of governance processes, funding models, historical context, and stakeholder relationships. Additionally, a phased onboarding approach, where incoming leaders work alongside existing personnel, will ensure a smooth handoff of responsibilities.

A succession plan should provide the following:

- **Continuity of Leadership**: Ensure there are capable individuals ready to step into the Program Director or other leadership roles if needed (even if temporarily), maintaining program direction and minimizing disruption. Leadership gaps often create confusion or delay decision-making processes.
- **Continuity of Operations**: Focus on the sustainability of technical components, such as standards and documentation, cross-training for operational tasks, and a disciplined approach to documenting processes and procedures.
- **Strategic Oversight**: Allow the governing body to maintain strategic oversight while preparing future leaders to align with the program's long-term goals. This ensures that new leaders understand the program's mission, vision, and governance framework, enabling them to carry the program forward effectively.
- **Risk Mitigation**: Governance bodies can act proactively rather than reactively, ensuring smooth leadership transitions and reducing the risk of voids that can

negatively impact decision-making, accountability, and communication, ultimately affecting the program.

- **Stakeholder Confidence**: Instill confidence in the program's ability to weather leadership changes. This trust is essential for maintaining relationships and long-term support.

To reinforce governance stability over time, MarinMap should also establish a structured orientation process for new Steering Committee and Executive Sub-Committee members, providing them with the training, knowledge transfer, and context needed to contribute effectively from the outset.

In short, effective succession planning ensures that governance structures remain robust, adaptable, and prepared for the future, safeguarding the program's success despite leadership changes.

Training and Awareness

Effective training and ongoing awareness are foundational to the success of a sustainable, regionally coordinated GIS program. As identified through stakeholder engagement and aligned with the guiding principles of this assessment, training plays a critical role in fostering regional collaboration, advancing open data practices, and ensuring the efficient and interoperable use of geospatial technologies.

To support both shared regional priorities and the unique operational needs of individual member agencies, training must be accessible, role-specific, and continuously updated to reflect evolving technology platforms and governance frameworks. In addition to technical skills development, such as data management, software use, and application development, there is a growing need for training in areas such as data governance, open data publishing, emergency response GIS, and sustainable funding practices.

This section outlines recommended strategies and specific training topics designed to strengthen agency capacity, reduce reliance on external support, and promote consistency and innovation across the regional GIS community.

Category	Specific Training Topics for Member Agencies and the *MarinMap GIS Contractor*
Governance & Collaboration	◆ Understanding regional data-sharing agreements ◆ Participating in GIS steering/technical committees ◆ Training on policy and contract implementation
Data Management & Standards	◆ Metadata creation and maintenance ◆ Data QA/QC procedures ◆ *Versioning, schema design, and FGDB/Enterprise database use*
GIS Software & Applications	◆ ArcGIS Pro, ArcGIS Online, ArcGIS Enterprise workflows ◆ Collector, Field Maps, and Survey123 training ◆ *Web app creation (Experience Builder, Web AppBuilder, Dashboards)*
Open Data & Public Engagement	◆ Publishing open data portals and managing Hub sites ◆ Data anonymization and privacy management ◆ Communication skills for public mapping products
Technical Infrastructure	◆ Financial and technical implications of a shift to ArcGIS Online (licensing, credits, etc.). ◆ *Training in cloud-based GIS platforms (e.g., ArcGIS Enterprise on AWS/Azure)* ◆ *API and service integration* ◆ *Understanding of system architecture and performance monitoring*
Emergency Management	◆ Use of GIS tools for EOC support and NG911 ◆ Field data collection and damage assessment apps ◆ Use of real-time dashboards for incident response
Project Management & Sustainability	◆ Project scoping and ROI justification ◆ Grant writing and funding proposal training ◆ *Change management and user support*

Table 1: Recommended Training Topics

In parallel with training, there is a clear need to increase awareness of the MarinMap GIS program, both within member agencies and among the broader public. Many stakeholders indicated that MarinMap's value, capabilities, and available resources

are not widely understood, limiting its potential impact. Raising awareness is essential to encourage adoption of shared services, reduce redundant efforts, and reinforce the benefits of regional GIS collaboration.

To address this, targeted outreach efforts should be pursued, such as:

- Internal briefings and success stories for department leadership and staff.
- MarinMap overview presentations at association meetings (e.g., MPWA, MMA).
- User-friendly public dashboards and story maps that showcase regional projects.
- Quarterly newsletters or updates highlighting new datasets, tools, and services.
- Onboarding materials for new staff at member agencies.
- Promote existing contracted support as a formalized service option, with success metrics for outreach.

These recommended strategies and specific training and awareness initiatives are designed to strengthen agency capacity, increase stakeholder engagement, and promote consistency, innovation, and long-term value across the MarinMap GIS community. This is a realistic governance strategy recognizing differing capacities and priorities among members.

Governance and Leadership Recommendations

- **Review and Update the Support Contract Between Marin County and MGSA**
  Review and update, as needed, infrastructure hosting, support services, and performance expectations to reduce ambiguity and promote efficiency.
- **Strengthen the Oversight Function of the Steering Committee:** Reinstate the Steering Committee's designated responsibilities, including budget approval, recommendations regarding hardware and software, contract oversight, debt management, and the review of fee schedules.
- **Refocus the Executive Subcommittee**
  Clarify its role as administrative and advisory, advising, not replacing, the Steering Committee.

- **Reassess and Expand the Program Director Role**
  Review the scope and available hours for the role and consider supplemental support through a GIS Technician-level contractor. Document the current director's responsibilities to ensure alignment with evolving program needs.
- **Prepare a Service Catalog**

  Develop a clear and accessible catalog outlining the core services and additional projects that MarinMap offers to its members.
- **Develop a Formal Succession Plan**
  Create a leadership transition guide, define onboarding steps, and outline key responsibilities to ensure knowledge transfer.
- **Evaluate Leadership Models**
  Consider a full-time director or a hybrid structure that balances strategic oversight with operational support.
- **Implement Structured Training and Awareness Efforts**
  Offer onboarding for new Program Directors and committee members, covering governance, technical systems, and stakeholder engagement. Increase awareness of MarinMap's value and services to engage members with varying levels of participation.
- **Document Governance Processes and Best Practices**
  Maintain up-to-date records of decisions, workflows, and meeting outcomes to promote transparency and continuity.
- **Conduct Periodic Governance Reviews**
  Establish regular intervals (e.g., annually or biennially) to review and revise governance policies and structures.

This approach is a realistic governance strategy recognizing differing capacities and priorities among members.

Data Governance and Quality Control

As MarinMap continues to expand its regional GIS capabilities, establishing a robust data governance framework has become increasingly critical. Accurate, current, and well-documented spatial data is the foundation for informed decision-making and public transparency. However, MarinMap currently faces significant challenges

related to data consistency, ownership, and maintenance, particularly across multiple member agencies with varying capacities.

A key concern is the irregularity of data updates and the resulting inconsistencies. While many agencies contribute valuable datasets, the absence of coordinated maintenance schedules has led to outdated or inaccurate information within MarinMap's system. Smaller jurisdictions, in particular, often lack the dedicated staff or technical resources to manage GIS data effectively, resulting in a heavier reliance on MarinMap for support. Also, the Marin County Assessor & Sheriff are not participating in critical data transfers, i.e., parcels, roads, routes, and names.

Existing contracted support on retainer could be better promoted as a formalized service option for data update projects, such as the towns of Fairfax and Tiburon's use of their services for storm drain GIS improvements. Also, potentially making contractor usage mandatory for less capable members for data maintenance would improve data quality and completeness and enforce the JEPA requirements for data contribution. This is a strategic modernization step to ensure continuity and quality, especially during the AGOL transition.

A formal structure for data submission, validation, and version control should be established to reduce the risk of inaccuracies and increase trust in the system and its value as a shared resource.

In addition, there is no uniform process for defining data ownership, assigning maintenance responsibilities, or applying metadata standards. This lack of clarity hinders accountability and makes it difficult for users to assess the quality or provenance of the data they are accessing. Variability in metadata documentation and limited access controls further compound the problem, sometimes resulting in the use of outdated or conflicting datasets across different platforms.

To address these issues, MarinMap should implement a comprehensive Data Governance Framework that clearly defines expectations and responsibilities for data contribution, maintenance, metadata, and access control. This framework should align with industry best practices while also accounting for the diverse needs and technical capabilities of member agencies. To guide this framework, a Regional Data Governance Sub-Committee of the Steering Committee should be formed, composed of representatives from each participating member agency, to oversee data policies,

address concerns, and ensure equitable participation. This committee should work to establish standardized data formats, metadata requirements, and update protocols to ensure consistency and interoperability across jurisdictions. The committee should also establish clear mechanisms for conflict resolution and periodic review of governance policies to ensure that the framework remains adaptable to evolving needs and technological advancements.

Standardized data-sharing protocols will be essential to this effort. Although the JEPA formalizes the responsibilities of each contributing agency, standards for update frequency, data accuracy, and submission protocols, as well as privacy, regulation compliance, and liability, should be documented. They should also introduce a compliance review process with Steering Committee oversight, defining how datasets will be reviewed, validated, and integrated into MarinMap's shared environment.

Equally important is the establishment of consistent Metadata Standards. All datasets should include required metadata fields, such as source, date of last update, accuracy level, and intended use, to improve transparency and inform end users. Quality control processes, including automated validation tools and periodic audits, should be introduced to ensure datasets meet defined standards before being published or used in applications. Both should be documented as part of succession planning.

To streamline data integration and reduce inconsistencies, MarinMap should move toward a centralized updated model. Leveraging ArcGIS Online (AGOL) and ArcGIS Hub Premium, agencies can manage their data through a shared platform while allowing MarinMap to validate and monitor contributions.

Training and capacity-building efforts should also be prioritized to ensure that all participating municipalities, regardless of size or resources, have the knowledge and tools necessary to contribute effectively. For smaller agencies without in-house GIS expertise, MarinMap should offer technical assistance, training, and tools to help support local data maintenance efforts.

Finally, establishing clear mechanisms for conflict resolution and periodic review of governance policies will ensure that the framework remains adaptable to evolving needs and technological advancements. By implementing these strategies, a joint municipal association can create a sustainable and collaborative data governance

structure that enhances decision-making, efficiency, and public services across the region.

By adopting a structured approach to data governance, MarinMap can significantly enhance the accuracy, reliability, and usability of its shared GIS resources. These improvements will strengthen the program's value to member agencies and position MarinMap as a trusted regional leader in data stewardship.

Data Governance Recommendations

- **Establish a Centralized Data Governance Framework**
  Create clear policies, procedures, and workflows for reviewing, validating, and publishing data in AGOL, quality assurance, metadata, and access control, ensuring consistency and reducing duplication of effort.
- **Form a Regional Data Governance Subcommittee**
  Composed of representatives from each participating member agency, to oversee data policies, address concerns, and ensure equitable participation.
- **Implement Standardized Data Sharing Agreements**
  Formalize agency responsibilities for data accuracy, update frequency, formatting, and submission protocols. Target critical non-participating departments, specifically Assessor & Sheriff, with formal agreements for essential datasets.
- **Develop Metadata Standards**
  Require all datasets to include core metadata fields such as data source, update schedule, accuracy level, and intended use.
- **Introduce Data Quality Control Processes**
  Implement automated validation tools and conduct regular audits to ensure data accuracy and consistency. Introduce a compliance review process with Steering Committee oversight, using JEPA provisions as enforcement authority.
- **Centralize the Data Update Process**
  Create a tiered submission portal using ArcGIS Online and Hub Premium, allowing agencies to contribute data within a shared governance structure.
- **Provide Support for Smaller Agencies**
  Offer technical assistance, documentation, and training to help under-resourced

agencies meet data maintenance expectations. Promote existing contracted support as a formalized service option, with success metrics for outreach.

- **Clarify Data Ownership and Maintenance Responsibilities**
  Clearly define which agency is responsible for each dataset and establish a process for periodic review and reassignment if needed.
- **Enable Role-Based Access Controls**
  Ensure that data editing, publishing, and viewing permissions are aligned with governance policies and agency roles.

These recommendations will ensure that MarinMap's GIS data remains authoritative, accessible, and well-governed, delivering long-term value to all participating agencies and the public they serve.

Technology & System Architecture

MarinMap's technology infrastructure has served the regional GIS collaboration well for many years, evolving through a combination of legacy systems and emerging platforms. However, recent shifts in technical support, coupled with a growing reliance on modern, cloud-based tools, have highlighted the need for a more sustainable, independent technology model.

Historically, MarinMap's enterprise GIS environment has been hosted on infrastructure managed by the County of Marin. This includes a SQL Server that houses core geospatial data and a suite of Geocortex web applications used by member agencies and the public. County IST has provided critical backend support, handling system maintenance, user management, and application hosting. However, as the County redefines its GIS priorities and phases out its support for platforms like Geocortex, MarinMap must pivot toward a more self-sufficient approach centered around Esri's ArcGIS Online (AGOL) and ArcGIS Hub Premium environments. Additionally, County IST's security policies do not support external access to their virtual machines, resulting in the MarinMap physical server being unable to be converted to a virtual machine.

Moving to ArcGIS Online's collaborative environment allows each jurisdiction to manage its datasets while still sharing relevant data with MarinMap. This is strictly a storage change for data. The process of how the agencies manage their data will not change. It is simply a difference of how the data is uploaded, whether it be to an SDE/Enterprise database/server or to ArcGIS Online. They can manage their datasets through AGOL in the same way they have managed their datasets when stored in SDE or stored locally and uploaded.

For example, MarinMap could host data for agencies that do not have an AGOL account, set up a partner collaboration with those agencies that do, as well as use ArcGIS REST Services from other agencies and the County to obtain the most up-to-date data for its GIS applications. MMWD is a good example of this proposed solution. MMWD pushes about ten layers to MarinMap every month. Additionally, it pulls a lot of data from the County and MarinMap to use within its own GIS. If MarinMap were to migrate to AGOL and ArcGIS Hub, its applications and member agencies could pull from ArcGIS REST Services produced by MMWD, as well as MMWD pulling services from MarinMap or other member agencies.

The transition to AGOL offers MarinMap significant benefits, including improved scalability, greater accessibility for member agencies, and streamlined web mapping capabilities. ArcGIS Hub Premium will allow for more effective public engagement and modernized data sharing. Migrating to this environment will also reduce long-term costs associated with maintaining physical servers, MARINMAPSDE licensing, and outdated applications. The cost would shift to ArcGIS Online Storage, using an Esri credit-based cost model. Credits are included in the licensing fee for MarinMap. Credits could also be built into the membership fees. Bigger agencies that have their own ArcGIS Online presence will not need a MarinMap login. If they are set up to allow outside organization access, they can share their data with other groups as well as leverage their license to access the MarinMap data.

Despite these advantages, the transition presents challenges, particularly for smaller agencies with limited GIS staff or technical capacity. Many member organizations continue to rely on MarinMap for basic GIS support, including data updates, application troubleshooting, and system configuration. A clear support structure must be identified to mitigate the risk that these agencies may become disengaged

or unable to take full advantage of the new platform. Identify agencies needing MarinMap-led maintenance post-migration and include them in a pooled funding model for contractor support.

To support a successful transition, MarinMap should implement a series of steps that both modernize its technical foundation and ensure consistent member support. These steps include:

- formalizing hosting responsibilities within AGOL,
- expanding the existing contractor's hours or hiring an additional contractor to expand technical assistance capacity, and
- delivering targeted AGOL and ArcGIS Hub training for users across all member agencies.

An additional part-time GIS Technician-level contractor would strengthen the MarinMap program and support the impending migration. This position will provide supplementary support to:

- Manage routine tasks, allowing the GIS Analyst-level contractor to focus on more strategic tasks and analysis.
- Provide basic GIS support for the smaller agencies.
- Improve upon request response times.
- Assist in managing AGOL user accounts and permissions in AGOL and ArcGIS Hub Premium.
- Assist the MarinMap team in enforcing data governance policies, including metadata, standardization, application maintenance, etc.

Under direction from the Program Director or a GIS Analyst-level contractor, this position would strictly be for supporting members' MarinMap-related GIS needs. The distinction between MarinMap-related support and member internal GIS-related support would need to be clearly defined to avoid member confusion about who to contact for technical support. The additional contractor hours should be tied to measurable improvements in core dataset maintenance and agency support.

These efforts will reduce MarinMap's dependency on County infrastructure, increase resiliency, and enhance the long-term value of GIS services for all participating jurisdictions.

Technology Modernization Recommendations

- **Migrate Fully to ArcGIS Online and ArcGIS Hub Premium**
  Transition all MarinMap-hosted applications and data to a modern, cloud-based platform, ArcGIS Online, to improve accessibility, scalability, and long-term sustainability.
- **Retire Legacy Infrastructure**
  Decommission the County-hosted SQL Server, eliminating hardware costs and simplifying MarinMap's system architecture.
- **Clarify Data Hosting and Management Roles**
  Define which agencies are responsible for maintaining specific datasets within AGOL. Encourage larger jurisdictions to self-manage their data, while providing support for smaller agencies through a tiered service model.
- **Establish Clear Governance and Technical Support Mechanisms**

  As MarinMap moves towards greater operational independence, a governance model must be developed to manage data access, permissions, and support responsibilities effectively.
- **Expand Support Capacity**
  Employ a dedicated GIS Technician-level contractor to assist with data updates, application configuration, and AGOL support, particularly for smaller jurisdictions without dedicated GIS staff. Also, consider an option to contract with a GIS consulting firm to assist with migration and advanced or complex projects. Tie increased hours to measurable improvements in core dataset maintenance and agency support.
- **Develop a Structured Training and Onboarding Plan**
  Offer user training focused on ArcGIS Online, Hub Premium, and data governance best practices to ensure a smooth transition for all member agencies.
- **Plan for AGOL Transition Support**
  Identify agencies needing MarinMap-led maintenance post-migration and include them in the surcharge/funding model. Provide targeted AGOL and ArcGIS Hub training.

By adopting these measures, MarinMap can transition to a more modern and resilient GIS platform that supports both technical innovation and inclusive regional participation. A successful migration to AGOL, paired with strong user support and clarified hosting responsibilities, will ensure that MarinMap remains a vital resource for geospatial collaboration well into the future.

Funding Strategy and Sustainability

MarinMap's current funding model is grounded in annual membership contributions from participating agencies. This tiered structure, based on agency size, allows smaller municipalities to pay a reduced rate while larger jurisdictions contribute more. These fees support the core functions of MarinMap, including GIS data access, web application maintenance, and technical support, providing member agencies with access to shared geospatial resources. Additional fee-for-service options are available for specialized projects or custom data requests. Budgetary oversight is managed through the Marin General Services Authority (MGSA), with funding allocations guided by the Steering Committee. Per MGSA policy, a financial reserve is in place for future orthophotos, software maintenance/licensing fees, emergency maintenance, staffing growth, or unplanned expenditures.

The current fee schedule is a tiered pricing structure: member agencies are assigned as one of three tiers and dues are an annual flat rate per tier, as shown in the table.

MarinMap Funding Structure		
Tier	**Agency Category/Size**	**Annual Flat Rate**
A	Large Agencies, Joint Agencies	$10,000.00
B	Midsize Agencies	$9,000.00
C	Small Agencies	$6,000.00

Table 2: MarinMap Funding Structure (as of the 2017 Budget)

While this model has provided a consistent revenue base, it is increasingly challenged by structural limitations. Agencies with dedicated GIS capabilities often contribute more financially while utilizing fewer shared services. Conversely, smaller agencies, which may rely more heavily on MarinMap for day-to-day GIS services, pay proportionally less. This imbalance has raised concerns about equity and the long-term fairness of the cost-sharing approach. Compounding the issue, some non-

member agencies benefit from MarinMap's infrastructure without contributing financially, further concentrating costs among paying participants.

As MarinMap transitions to a more modern, cloud-based GIS infrastructure, centered around ArcGIS Online and ArcGIS Hub Premium, new costs will emerge related to software licensing, data hosting, and expanded technical support. Without a more resilient funding strategy, these demands could strain operational budgets and hinder MarinMap's ability to scale its services.

To ensure long-term sustainability, MarinMap must revise its approach to membership contributions, expand its pursuit of external funding opportunities, and establish a financial reserve to support future growth and modernization.

One option for member agency fees is a modified tiered pricing structure where different membership levels, rather than size, grant access to varying levels of data, applications, and support services. This structure would allow municipalities to choose the level of investment that best aligns with their needs.

MarinMap Funding Structure Option	
Membership Level	**Annual Flat Rate**
Small	$6,000.00
Medium	$9,000.00
Large	$10,000.00

Table 3: MarinMap Funding Structure Option

As another option, the members could agree to a cost-sharing model that distributes expenses based on a formula for ongoing technical support and staffing, rather than area and parcel count. That formula would consider data usage, staffing needs, and direct and indirect benefits. This could include pooling funds for employing the GIS Technician-level contractor on retainer for updating base data owned by agencies (roads, addresses, infrastructure, boundaries), maintaining and enhancing shared applications, and upgrading infrastructure. A common approach is to tie Member Allocation funds directly to approved data maintenance and other approved projects, potentially making usage mandatory to enforce the JEPA requirements for data contribution.

A potential key funding strategy MarinMap may be able to take advantage of is grant funding and state or federal subsidies. Many regional, state, and federal programs offer funding for GIS development, smart city initiatives, open data projects, and regional collaboration efforts. By actively seeking and applying for relevant grants, the joint association can supplement member contributions and support key initiatives without placing excessive financial pressure on individual municipalities. Partnering with state agencies or regional planning organizations can also provide additional funding avenues, particularly for projects that align with broader transportation, emergency management, or environmental goals..

Additionally, MarinMap could explore opportunities to recover costs through external partnerships, such as offering premium GIS services to non-member organizations.

By implementing a combination of membership dues, grant funding, cost-sharing agreements, and revenue-generating initiatives, MarinMap can establish a robust financial structure that supports ongoing data sharing and application development, without placing excessive strain on any single municipality.

Overall, there is a need for MarinMap to refine its membership fee structure, continue direct outreach, improve communication on the benefits of participation, and address misconceptions regarding the value of shared digital data, infrastructure, and services. Establishing a more transparent and well-defined pricing model, alongside a strategy for demonstrating the regional impact of membership, could help address concerns and encourage broader participation.

Sustainable Funding Model Recommendations

- **Revise the Membership Fee Structure for Greater Equity**
  - Develop a data-informed model to define the tiers used in the current fee schedule, using the JEPA[1] statement about how the cost share should be determined.
  - Evaluate tiered service levels tied to the degree of GIS support provided, rather than relying solely on agency size.
  - Establish a contribution policy requiring all agencies that benefit from MarinMap's services to provide financial support, such as a flat base fee, to

[1] Joint Exercise of Powers Agreement, Section 6.01.(b)

cover the cost of hosting all data to members, colleagues, and the public in a unified format.

- **Pursue Supplemental Grant Funding**
  - Actively seek state, federal, and regional grants focused on GIS innovation, smart infrastructure, open data, and emergency management.
  - Partner with other regional stakeholders (e.g., TAM, MMWD, environmental groups) to co-apply for funding opportunities that align with shared objectives.
  - Designate a grants coordinator or consultant to manage applications and monitor funding cycles.
- **Implement a Cost-Sharing Model for Technical Support**
  - Pool resources for staffing and infrastructure maintenance, potentially funding another GIS Analyst-level contractor or an additional GIS Technician-level contractor.
  - Additional contractor hours will allow expansion of the MarinMap website, development of ArcGIS Hub, and application offerings.
  - Tie Member Allocation funds directly to approved data maintenance projects, potentially making usage mandatory.
  - This approach gives MarinMap greater autonomy for expanding benefits to its members, while keeping the technology support in the hands of Marin County IST.
- **Retain a Dedicated Financial Reserve**
  - Continue to allocate a portion of annual membership revenue to a reserve fund that can be used for imagery, cloud migration efforts, or emergency maintenance.
  - Establish financial policies to ensure the reserve is maintained and used strategically for high-priority investments, such as new staffing or software tools.
  - Use the reserve to help fund the transition to ArcGIS Online, implement data governance enhancements, and support long-term platform sustainability.
- **Explore Tiered Service Packages and Revenue Generation**
  - Offer premium GIS services, such as custom applications (dashboards, story maps), analytics, or data hosting, to non-member or external organizations on a fee-based basis.

- Design service packages that allow agencies to select the level of support that best fits their operational needs and budgets.

By adopting a more equitable and flexible funding model, diversifying revenue sources, and creating a financial reserve, MarinMap can ensure it remains a sustainable, high-impact GIS resource for years to come. These financial strategies will allow MarinMap to continue delivering value to its members, expand access to innovative geospatial tools, and adapt to the evolving needs of the region.

The following service catalog outlines the services specified by JEPA, along with proposed modifications to the service model. This chart serves to clearly communicate and distribute information about the services accessible to member agencies via MarinMap.

Core Services	Additional Projects	GIS Technical Support	Premium Services
• Shared GIS Access • Shared Data Warehouse • Training Programs • Capital Improvement Coordination • Centerline Data Services • Public Access to GIS Data	• GIS projects submitted by member agencies, such as the Road Moratorium map/app	• Help Desk support for MarinMap products • Data Management & System Administration (in conjuction with Marin County IST)	• *Available to non-member organizations on a fee-based basis* • Custom Applications - (Dashboards, Story Maps) • Analytics • Data Hosting

Figure 1: Recommended MarinMap Service Catalog

Contract Agreements

As MarinMap transitions toward a more autonomous and modernized GIS environment, it is essential to update the roles and responsibilities defined between Marin County and the Marin General Services Authority (MGSA). Historically, the County's Information Services and Technology (IST) Department has played a foundational role in supporting MarinMap, providing infrastructure hosting, technical troubleshooting, and limited data management assistance. However, with the current migration from GeoCortex to Esri and the planned migration to ArcGIS Online (AGOL)

and ArcGIS Hub Premium, the need for an updated, current, clearly defined, mutually agreed-upon contract has become imperative.

The contract should serve as a structured framework that outlines the scope of services provided by the County, delineates performance expectations, and identifies the mechanisms for ongoing monitoring and issue resolution. This agreement will promote accountability, reduce service ambiguity, and provide member agencies with consistent, transparent expectations regarding infrastructure support, data hosting, and user assistance.

By further addressing this relationship, both Marin County and MGSA can ensure that GIS operations remain efficient, coordinated, and aligned with the broader goals of MarinMap's regional collaboration.

Key Contract Components

1. **Scope of Services and Responsibilities**
   The contract should specify which technical services the County will continue to provide and which functions will transition to MGSA or MarinMap staff. This includes:
   a. **GIS Hosting and Maintenance**
      i. If/when the County's GIS migrates to AGOL, clarify whether the County will maintain MarinMap's SQL Server or whether all infrastructure will shift to the AGOL cloud.
      ii. Define responsibilities related to data backups, server uptime, and system security.
   b. **Technical Support Services**
      i. Identify which entity (County IST, MGSA, or MarinMap GIS contractor) will serve as the first point of contact for GIS-related support requests.
      ii. Set expectations for support response times and escalation pathways.
   c. **Software Licensing and Access**

i. Confirm whether MarinMap will continue using County-managed GIS software or will independently manage its licensing under MGSA.

2. **Performance Standards and Reporting Requirements**
   To ensure transparency and reliable service delivery, the contract should incorporate clear performance metrics:
   a. Minimum system uptime (e.g., 99% availability for hosted GIS resources).
   b. Defined response times for support tickets (e.g., 24 hours for routine issues, 4 hours for critical failures).
   c. Notification protocols for scheduled maintenance or system updates.
   d. Reporting cadence for service performance (e.g., quarterly reports or dashboards).
3. **Dispute Resolution and Contract Review**
   To address service concerns and maintain alignment, the contract should include:
   a. A structured escalation process involving designated contacts at Marin County IST, MGSA, and MarinMap leadership.
   b. A joint review committee to assess compliance and meet on a semi-annual or annual basis.
   c. Flexibility for amendments based on changing technology, staffing, or funding models.

Recommended Timeline for Contract Development and Implementation

A phased approach is recommended to ensure broad stakeholder input and a smooth rollout:

- **Phase 1: Stakeholder Engagement (Months 0–3)**
  Conduct joint meetings with County IST, MGSA, and MarinMap leadership to identify service needs, pain points, and operational requirements.

- **Phase 2: Contract Drafting and Legal Review (Months 3–6)**
  Develop a comprehensive contract with input from legal, technical, and administrative representatives on both sides.
- **Phase 3: Approval and Adoption (Months 6–9)**
  Present the final draft to the MGSA Board and Marin County for formal approval and execution.
- **Phase 4: Implementation and Ongoing Monitoring (Months 9–12 and beyond)**
  Launch the contract and begin regular performance monitoring, stakeholder communication, and annual reviews.

Contract Development and Implementation Recommendations

- **Define Scope of County Services**
  Clearly articulate which infrastructure, technical support, and licensing responsibilities will remain with the County and which will transition to MGSA or MarinMap.
- **Establish Performance Metrics**
  Set measurable service standards for uptime, support response times, and data maintenance procedures to ensure accountability.
- **Clarify Support Responsibilities**
  Identify which party (County, MGSA, or MarinMap) is responsible for resolving various types of support requests and ensure this is communicated to all member agencies.
- **Include Dispute Resolution Procedures**
  Outline a transparent escalation process for addressing service issues, including a point-of-contact directory and defined timelines for resolution.
- **Form a Joint Review Committee**
  Establish a committee with representatives from Marin County, MGSA, and MarinMap to meet regularly and evaluate contract performance.
- **Ensure Flexibility for Future Modifications**
  Allow the contract to be reviewed and amended as technology needs evolve, ensuring it remains relevant and aligned with operational realities.

- **Support Member Communication and Training**
  Educate MarinMap member agencies on the contract's provisions, support pathways, and any procedural changes resulting from the agreement.

Business Case for the MarinMap Project

Benefits of MarinMap Maintaining Its Independence

The benefits of MarinMap maintaining its independence lie in its ability to serve as a neutral, collaborative, and regionally focused entity, free from the constraints, priorities, and bureaucracies of any single member agency. This autonomy enables MarinMap to prioritize regional GIS needs, foster equity across jurisdictions, and remain flexible and responsive to its members. Below are the key advantages:

1. **Neutral Regional Stewardship**
   - **Equal Representation**: All member agencies, regardless of size or resources, have an equal voice in governance and decision-making.
   - **Prevents Dominance by Any One Entity**: Independence prevents larger entities (e.g., the County of Marin) from disproportionately shaping priorities or diverting resources to their own needs.
2. **Regional Focus Over Localized Interests**
   - **Cross-Jurisdictional Projects**: MarinMap can pursue and manage initiatives that span city boundaries, such as shared base maps, address point maintenance, and emergency response coordination.
   - **Unifying Standards**: Promotes consistent data governance, metadata standards, and symbology across jurisdictions, vital for regional planning and public transparency.
3. **Flexibility in Partnering and Innovation**
   - **Collaborative Partnerships**: Independence allows MarinMap to partner with academic institutions, regional agencies, or consultants without being tied to any single agency's procurement or IT policies.
   - **Agile Decision-Making**: When functioning well, an independent consortium can quickly launch prototypes, adopt emerging technologies, or respond to grant opportunities.
4. **Funding and Grant Opportunities**
   - **Shared Investment Model**: Pooling resources allows for sustainable funding of shared services without burdening one agency's budget.

5. **Preservation of Institutional Knowledge**
    - **Long-Term Continuity**: An independent structure helps preserve MarinMap's institutional memory, shared applications, and data assets, ensuring continuity beyond individual staff turnover or internal agency reorganization.
6. **Equitable Access to GIS Resources**
    - **Support for Smaller Jurisdictions**: Independence allows MarinMap to maintain a service model that prioritizes equity, giving smaller cities access to tools and data they couldn't afford or manage alone.
    - **Shared Infrastructure and Applications**: Independence enables shared Geocortex apps, map viewers, and data repositories that serve all members regardless of individual capacity.

Overall, MarinMap's independence ensures that regional GIS collaboration remains collaborative, equitable, and focused on shared public good rather than agency-specific agendas. While partnerships with the County or other regional entities may still be beneficial, maintaining autonomy ensures that decisions are made for the region, by the region.

Shortcomings of MarinMap

While MarinMap provides significant value as a regional GIS consortium, it also faces challenges and limitations that can hinder its effectiveness. Recognizing these deficiencies is critical for determining whether reform, restructuring, or replacement is needed. Below is a breakdown of the key concerns:

1. **Lack of Clear Leadership and Accountability**
    - **Diffuse Oversight**: Without a full-time program manager or designated leadership authority, decisions may be delayed or lack follow-through.
    - **Inconsistent Participation**: Some member agencies are more active than others, leading to uneven engagement and ownership.
2. **Funding and Resource Constraints**
    - **Limited Budget**: MarinMap operates on a relatively small budget for a multi-agency initiative, which limits its ability to expand services or modernize infrastructure.
    - **Reliance on Volunteer Effort**: Much of the work depends on staff from member agencies contributing time beyond their regular responsibilities.

- **Inadequate Staffing**: A single GIS Analyst-level contractor is insufficient to meet the demands of maintaining applications, managing data, and supporting multiple stakeholders.

3. **Technological Stagnation**
    - **Outdated Technology Ecosystem:** Many of MarinMap's platforms, including the website and applications, lack modern features, such as intuitive interfaces, advanced analytics, and seamless mobile compatibility, limiting its ability to keep pace with evolving technological standards.
    - **Slow Adoption of New Tools**: MarinMap has not fully adopted modern platforms, such as ArcGIS Hub, Dashboards, or Experience Builder, which leaves it behind other regional collaboratives.
4. **Governance and Decision-Making Challenges**
    - **Consensus-Driven Model**: While collaborative, the consensus model can lead to watered-down decisions or a failure to act when there is disagreement or a lack of a quorum.
5. **Uneven Benefits Across Members**
    - **Larger Agencies Self-Support**: Cities like San Rafael or the County may have robust internal GIS programs and derive limited benefit from MarinMap's shared services.
    - **Smaller Agencies Dependent**: In contrast, smaller jurisdictions may heavily rely on MarinMap, creating a disparity in expectations versus contributions.
6. **Strategic Drift or Lack of Vision**
    - **No Long-Term Roadmap**: The contract outlined specific projects that have either been completed or withdrawn, and the Steering Committee has not approved many additional projects. Without a clear strategic plan or regularly updated goals, MarinMap has become a maintenance-only organization instead of a driver of innovation.
    - **Reactive, Not Proactive**: Initiatives tend to be reactive or incremental, rather than transformational or forward-thinking.

In summary, MarinMap's weaknesses lie primarily in its organizational structure, staffing model, funding limitations, and lack of strategic leadership. These constraints prevent it from reaching its full potential as a regional leader in GIS. However, many of these issues are solvable with reform, such as expanding the role of program manager, increasing the budget, or restructuring governance, rather than dissolving the organization entirely.

MarinMap Alternatives

If MarinMap were to shut down, it would leave a significant gap in regional GIS collaboration, data sharing, and application hosting for its member agencies. However, there are several viable pathways forward, depending on the level of commitment and coordination among the local agencies. Below are several options, ranging from minimal collaboration to fully integrated alternatives:

Contracted Regional GIS Services (Consultant-Managed Model)

Overview: Member agencies jointly contract a third-party GIS consulting firm to manage shared services.

Benefits:

- Professional management and support.
- Flexible staffing model without adding internal overhead.
- Scalable depending on available funding.

Considerations:

- Relies on sustained funding and oversight.
- Risk of knowledge loss if the contract ends.
- Less control over day-to-day operations.

County-Hosted GIS Consortium (Centralized Model)

Overview: The County of Marin could assume responsibility for managing GIS data and services for member jurisdictions.

Benefits:

- Leverages existing County infrastructure (e.g., servers, ArcGIS Enterprise).
- Reduces redundancy in system administration.
- Allows continued regional application hosting and data maintenance.

Considerations:

- Requires formal agreements/MOUs.
- County staff capacity may need to be expanded.
- May reduce autonomy for individual cities.

Joint Powers Authority (JPA) for Regional GIS

Overview: Establish a new, independent JPA specifically for regional GIS collaboration.

Benefits:

- Allows formalized governance and shared funding.
- Maintains equal say among members.
- Eligible for grants or shared service agreements.

Considerations:

- Legal and administrative overhead.
- Requires time and political support to establish.
- Still needs technical staff or consultants to run GIS operations.

Decentralized Collaboration via ArcGIS Online or Hub Premium

Overview: Each agency manages its own GIS but shares data through ArcGIS Online groups or a joint ArcGIS Hub.

Benefits:

- Low-cost compared to full consortium models.
- Maintains agency control over datasets.
- Supports open data initiatives.

Considerations:

- Less integration and consistency across jurisdictions.

- Requires strong data governance and coordination.
- Limited support for joint web applications or editing environments.

Integration with ABAG/MTC's Bay Area Regional GIS Initiatives

Overview: Align with broader regional efforts (e.g., BASIS (Bay Area Spatial Information System), BayREN (Bay Area Regional Energy Network), BayCAN (Bay Area Climate Adaptation Network)) and seek support through the Association of Bay Area Governments (ABAG) or the Metropolitan Transportation Commission (MTC).

Benefits:

- Access to broader funding and data initiatives.
- Avoids duplicative efforts.
- Enhances regional consistency.

Considerations:

- Less local control.
- May not support operational GIS needs (e.g., permitting, asset management).
- Requires coordination with external agencies.

Agency-by-Agency Self-Management (Siloed Approach)

Overview: Each member agency develops its own internal GIS capacity and ceases regional collaboration.

Benefits:

- Full control over systems and priorities.
- No reliance on external coordination or funding.

Considerations:

- High cost of system duplication.
- Data inconsistencies across borders.
- Loss of regional applications, like shared base maps or permit viewers.

Reduced MarinMap Service Model

Overview: To respond to limited project demand, funding constraints, and uneven participation, MarinMap could transition to a reduced service model that preserves its most critical functions while minimizing operational costs and staffing needs. This model retains MarinMap's role as a neutral, regional GIS platform and continues delivering high-impact shared services, with a simplified organizational footprint. Members would have continued access to key datasets and tools, but the scope of custom projects, on-demand support, and development services would be scaled back.

Benefits:

- Preserves Core GIS Services and Shared Data Access
- Supports Regional Equity
- Maintains Shared Infrastructure
- Reduces Costs and Complexity
- Protects Institutional Continuity
- Enables Flexible Participation
- Continues Grant and Collaboration Eligibility

Considerations:

- Limited Custom Project Support
- Clear Role Definition Needed
- Reduced Contractor Capacity
- Data Quality Dependent on Members' Capability to Maintain Data
- Smaller Member Agency Training Required
- Possible Decrease in Engagement

RECOMMENDATION

If regional collaboration remains a priority, options 1–3 offer the **strongest continuity with the least disruption**. The best path forward depends on:

- Member agency's willingness to coordinate.
- Available funding or cost-sharing structure.
- County or regional leadership buy-in.
- Long-term vision for data equity and system modernization.

Top Reasons MarinMap Should Remain

MarinMap should remain intact because it provides critical value as a regional GIS collaboration platform that supports efficiency, equity, and innovation across Marin County jurisdictions. The benefits of maintaining MarinMap are both strategic and operational, directly impacting the quality and accessibility of GIS services for all member agencies.

1. **Regional Data Consistency and Integration**

    - **Standardized Datasets**: MarinMap ensures that base maps, zoning layers, address points, and other core datasets are standardized across jurisdictions.
    - **Seamless Boundaries**: Regional issues, such as transportation, housing, public safety, and emergency response, require cross-jurisdictional GIS data integration that is only feasible through a centralized consortium.
    - **Authoritative Data Repository**: MarinMap serves as the go-to source for authoritative GIS layers used by multiple departments and external stakeholders.

2. **Shared GIS Applications and Infrastructure**

    - **Centralized Hosting**: Geospatial applications, public-facing maps, and internal decision-support tools are hosted and maintained centrally, reducing the need for individual agency infrastructure.
    - **Cost Savings**: Pooling resources for software licensing (e.g., Esri), hosting, and maintenance leads to lower per-agency costs.
    - **Equity of Access**: Smaller cities or towns with limited GIS staff still benefit from enterprise-level GIS capabilities.

3. **Collaboration and Governance Framework**

    - **Cross-Agency Coordination**: MarinMap provides a formal structure for agencies to collaborate, align priorities, and share best practices.

- **Joint Decision-Making**: The Steering Committee and Executive Sub-Committee allow members to guide strategy collectively, ensuring regional goals are met.
- **Policy Alignment**: Supports coordinated approaches to data governance, metadata standards, and public transparency.

4. **Innovation and Grant Eligibility**

- **Pilot Programs and Prototypes**: MarinMap can act as an incubator for regional GIS innovation, testing new tools, platforms, and methods before wider deployment.
- **Grant Opportunities**: As a collaborative entity, MarinMap is eligible for state and federal funding opportunities (e.g., climate resilience, broadband mapping, emergency preparedness) that individual cities may not qualify for on their own.

5. **Public Transparency and Service Delivery**

- **Open Data and Web Maps**: MarinMap offers a centralized platform for public-facing GIS content, promoting government transparency and civic engagement.
- **Support for Regional Services**: Key services, like election precincts, transit maps, and emergency zones, depend on regional data and coordination.

6. **Institutional Knowledge and Continuity**

- **Long-Term Data Stewardship**: MarinMap possesses decades of institutional knowledge, best practices, and historical data that could be lost if the organization were to disband.
- **Continuity of Operations**: Rebuilding a similar structure independently would take years, duplicating effort and cost.

Conclusion

MarinMap is more than a data-sharing consortium; it is a collaborative framework that amplifies the GIS capabilities of all member agencies while reducing costs, fostering innovation, and enhancing regional service delivery. Disbanding MarinMap would likely result in fragmented systems, higher costs, and lost opportunities for strategic alignment.

Enhancing Governance While Preserving MarinMap's Independence

While MarinMap's independence provides a strong foundation for neutrality, equity, and regional collaboration, there remains a significant opportunity to strengthen its governance practices. Enhancing governance does not require loss of autonomy; rather, it simply ensures that MarinMap's structure, operations, and strategic direction remain transparent, efficient, and accountable to all members. The following considerations outline how improved governance can complement MarinMap's independent model:

- **Formalized Governance Structures**
  - **Defined Roles and Responsibilities**: Establish clear governance documentation outlining the responsibilities of the Steering Committee, Executive Subcommittee, Program Director, contractors, and participating agencies.
  - **Decision-Making Protocols**: Develop transparent processes for how priorities are set, how resources are allocated, and how decisions are reached, ensuring all voices are heard.
  - **Succession Planning**: Introduce mechanisms for leadership continuity and institutional knowledge transfer, protecting the consortium from staff transitions.
- **Strategic Planning and Performance Accountability**
  - **Five-Year Strategic Plan**: Adopt a shared vision and multi-year roadmap with measurable objectives to guide MarinMap's regional work.
  - **Annual Work Plans and Progress Reports**: Continue to regularly publish plans and updates to promote transparency, track progress, and celebrate regional wins.
  - **Performance Metrics**: Identify key performance indicators (KPIs) such as service availability, project delivery timelines, and member satisfaction to evaluate MarinMap's effectiveness.
- **Inclusive Member Engagement and Representation**
  - **Rotating Leadership or Sub-Committees**: Ensure a balance of leadership opportunities among member agencies to foster shared ownership.

- **Stakeholder Advisory Forums**: Create space for regular input from planners, public works staff, emergency responders, and IT personnel across jurisdictions.
- **Onboarding and Training for Member Agencies**: Increase awareness and ensure new staff across agencies understand how to engage with MarinMap tools, resources, and governance.

- **Transparent Financial Oversight**
  - **Shared Budgeting and Reporting**: Develop a clearly documented funding model and shared cost structure with regular financial reporting to member agencies.
  - **Grant Management Framework**: Implement consistent protocols for seeking, applying for, and managing external funding opportunities as a consortium.
  - **Resourcing Strategies**: Explore hybrid funding options (e.g., agency contributions, grants, revenue generation) to ensure long-term viability.

- **Policy Development and Data Governance**
  - **Consortium Policies**: Establish regional GIS policies, including data standards, security, open data principles, and application lifecycle management.
  - **Data Stewardship Framework**: Define how data is created, maintained, and shared across jurisdictions to support accuracy, timeliness, and accountability.
  - **Technology Governance**: Ensure that shared systems (e.g., regional applications, address points) have defined ownership, maintenance plans, and upgrade schedules.

- **Legal and Organizational Clarity**
  - **Legal Agreements**: Refresh and standardize inter-agency agreements that define participation, resource-sharing, and governance commitments.
  - **Non-Profit or JPA Exploration** (if needed): Consider whether evolving MarinMap's legal structure would strengthen grant eligibility, insurance coverage, or contract authority.

Summary

Governance improvements should not compromise MarinMap's independence but rather reinforce it. By adopting clear structures, policies, and accountability mechanisms, MarinMap can enhance trust, transparency, and performance across its

membership. A well-governed independent consortium is not only more resilient but also better positioned to lead in innovation, attract funding, and deliver value to the region.

Implementation Roadmap

To operationalize the recommendations outlined in the Move Forward Strategy, a structured implementation framework is necessary. This framework prioritizes key initiatives across governance, technology, and funding, while establishing clear responsibilities and a phased timeline to guide execution. The goal is to modernize MarinMap's operational model while preserving the collaborative, cost-effective delivery of GIS services to member agencies.

This roadmap will support MarinMap in strengthening its governance structure, transitioning to a sustainable technical environment, and securing long-term financial viability.

Priority Focus Areas

Based on the assessment findings and stakeholder input, the following initiatives are identified as immediate priorities:

1. **Governance and Leadership**
    a. Revise the contract between Marin County and MGSA to formalize roles in infrastructure support and service delivery.
    b. Re-establish the authority of the MarinMap Steering Committee in strategic decision-making.
    c. Initiate a succession plan for the Program Director to ensure continuity in program leadership.

7. **Technology and Infrastructure Modernization**
    a. Transition MarinMap's infrastructure from County-hosted environments to ArcGIS Online (AGOL) and ArcGIS Hub Premium.
    b. Develop and implement formal data governance standards to ensure consistency, accuracy, and accountability across member agencies.
    c. Hire a GIS Technician to provide technical assistance, support the AGOL migration, and assist smaller agencies with training and data management.

8. Funding and Financial Stability

a. Reassess the existing membership fee structure to ensure fair and proportional contributions.
b. Pursue grant opportunities for infrastructure upgrades, data-sharing initiatives, and regional GIS collaboration.
c. Establish a reserve fund to support long-term system maintenance and future investments in GIS technology.

Phased Implementation Timeline

The Move Forward Strategy will be implemented over a 12–18 month period, with ongoing monitoring to ensure continuous alignment with program goals.

Phase 1: Planning and Assessment

🗓️ *Timeline: Months 0–3*

- Conduct stakeholder meetings with MGSA, Marin County IST, and the MarinMap Steering Committee to finalize contract scope.
- Draft a detailed migration plan for transitioning to ArcGIS Online (AGOL) and ArcGIS Hub Premium.
- Establish a funding reform committee to evaluate the current membership fee structure and recommend improvements.

Phase 2: Governance Implementation

🗓️ *Timeline: Months 3–6*

- Approve and implement the contract between Marin County and MGSA.
- Reaffirm the decision-making authority of the Steering Committee and clarify the role of the Executive Subcommittee.
- Initiate succession planning for the Program Director, including the development of a phased transition and training process.

Phase 3: Technology Transition

🗓️ *Timeline: Months 6–12*

- Begin migration of MarinMap's infrastructure from County-hosted SQL Server to AGOL and ArcGIS Hub Premium.
- Hire a GIS Technician to support data migration, member agency training, and ongoing technical assistance.
- Implement data governance standards, including metadata requirements, update protocols, and role-based access policies.

Phase 4: Funding Model Adjustments

🗓️ *Timeline: Months 12–18*

- Finalize and adopt a revised, equitable membership fee structure based on usage, support level, and agency size.
- Identify and apply for regional, state, and federal grant opportunities to support GIS innovation and infrastructure upgrades.
- Establish a financial reserve to support system maintenance, staff capacity building, and technology investments.

Phase 5: Monitoring and Continuous Improvement

🗓️ *Timeline: Ongoing (post-implementation)*

- Conduct quarterly progress reviews to assess implementation milestones and make mid-course corrections as needed.
- Perform annual evaluations of the contract, governance structure, and leadership model to ensure continued alignment.
- Conduct semi-annual GIS audits to validate data accuracy and monitor AGOL system performance.
- Review financial contributions, assess reserve adequacy, and track external funding progress.

Assigned Responsibilities by Stakeholder Group

To ensure successful execution, each initiative requires clear leadership and coordinated involvement across entities. The following roles and responsibilities for the implementation of the strategic objectives are recommended:

- **MGSA Board and Executive Subcommittee**
  - Approve the finalized contract and governance reforms
  - Oversee Program Director succession planning
  - Review and approve updates to the funding model
- **MarinMap Steering Committee**
  - Lead implementation of data governance standards
  - Oversee AGOL and ArcGIS Hub migration
  - Monitor financial performance and identify grant opportunities
- **Marin County IST Department**
  - Provide technical assistance during infrastructure transition
  - Collaborate in defining contract service boundaries and responsibilities
- **GIS Technician (New Role)**
  - Support data migration and AGOL integration
  - Assist member agencies, especially smaller jurisdictions, with data updates, configuration, and user training
- **Member Agencies**
  - Align internal practices with new data-sharing and governance policies
  - Engage in funding discussions and contribute feedback on service needs

Monitoring Framework and Continuous Improvement

To ensure long-term success, MarinMap should implement a formal monitoring process to track progress and adapt as needed:

- **Quarterly Progress Reporting**
  - The Steering Committee will document progress toward key milestones, flag implementation barriers, and recommend mid-course corrections.
- **Annual Contract and Governance Review**
  - Conduct a formal review of the contract and governance structure to assess effectiveness, identify gaps, and recommend policy adjustments.

- **Technology Audits and Data Validation**
  - Perform semi-annual system checks on AGOL operations and data integrity to maintain high service standards.
- **Financial Performance Evaluation**
  - Assess the sustainability of the membership fee structure and reserve fund
  - Monitor and report on external funding pursued and awarded

By following this implementation roadmap, MarinMap will position itself for greater resilience, improved service delivery, and enhanced regional collaboration. Through coordinated action and regular evaluation, MarinMap can ensure that its governance, technology, and funding systems remain aligned with the evolving needs of its member agencies and the broader public it serves.

Summary

The MarinMap Moving Forward Strategy provides a comprehensive roadmap to ensure the long-term success of the program by addressing governance inefficiencies, modernizing technology, and securing financial sustainability. By implementing clear decision-making structures, defining roles and responsibilities through updated contracts, and strengthening data governance, MarinMap can continue to provide high-quality GIS services to its member agencies. A phased implementation plan ensures a structured transition, allowing MarinMap to gradually migrate to ArcGIS Online (AGOL), improve data management, and establish a sustainable funding model that equitably distributes costs among all participating agencies.

Regional collaboration and shared responsibility are essential to MarinMap's future. As a cooperative GIS initiative, its success depends on the active participation of all member agencies, ongoing support from Marin County, and a commitment to maintaining accurate and accessible GIS data. Strengthening partnerships with municipalities, public agencies, and external stakeholders will help MarinMap expand its capabilities, secure grant funding for GIS innovation projects, and improve public access to geographic data. Encouraging a culture of collaboration will also reduce redundancies, enhance emergency response coordination, and support informed decision-making across the region.

At the core of this strategy is a commitment to sustainable and transparent governance. By reinforcing the role of the Steering Committee, clarifying the responsibilities of the Executive Subcommittee, and introducing structured monitoring mechanisms, MarinMap will ensure accountability and adaptability to evolving needs. Regular governance reviews, financial audits, and technology assessments will help maintain operational efficiency and responsiveness. Through these efforts, MarinMap will remain a valuable regional GIS resource, fostering innovation, enhancing public services, and supporting long-term regional planning.

GIS Needs Assessment Report

Marin General Services Authority - MarinMap

Geographic Information System Services

GEOGRAPHIC TECHNOLOGIES GROUP®
Beyond Location Intelligence

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definition of ACRONYMS

- **AGOL –** ArcGIS Online
- **Esri –** Environmental Systems Research Institute
- **FGDB –** File geodatabase (.fgdb) – used in Esri software
- **GIS** – Geographic Information System
- **GTG** – Geographic Technologies Group, Inc.®
- **IST –** Information Systems and Technology
- **JEPA** – Joint Exercise of Powers Agreement
- **LAFCo** – Local Agency Formation Commission
- **MDB –** Microsoft Access database file (.mdb)
- **MGSA** – Marin General Services Authority
- **MMA –** Marin Manager's Association
- **MMWD –** Marin Municipal Water District
- **MPWA –** Marin Public Works Association
- **SDE –** Spatial Database Engine
- **SQL –** Structured Query Language
- **VOC** – Voice of the Customer

Project Overview

Introduction

The Marin General Services Authority (MGSA) enlisted Geographic Technologies Group, Inc.® (GTG) to conduct an independent, objective assessment of the current MarinMap program. This evaluation provides an impartial review of the organization's services, governing policies, and structure, identifying opportunities for program improvements. The assessment aims to identify the region's current capabilities, gaps, and future needs to chart a path forward and assist in determining the best position for the Authority and the MarinMap program. The goal is to identify the current state of the MarinMap program that will lend itself to recommendations in a subsequent Move Forward Strategy document. The Needs Assessment is prepared to ensure that future decisions are grounded in a shared understanding of the region's needs. **The following principles are used to guide the preparation of the Needs Assessment and path forward:**

- Review the principles of the Joint Exercise of Powers Agreement (JEPA) of a shared GIS to meet the needs of the public.
- Align with Open Data standards, promoting transparency and community access to information.
- Evaluate and provide direction on the efficient storage and access of shared GIS data and associated metadata, including SQL databases, FGDBs, MDBs, Enterprise Datastores, Shapefiles, and web services.
- Maintain a regional perspective that balances individual agency needs with overall regional priorities and business needs.
- Assess and recommend options for the organization and deployment of GIS resources consistent with successful municipal models.

Methodology

GTG organized the Scope of Work into four (4) tasks or objectives to properly evaluate the program and provide meaningful recommendations.

The first task in this process was to provide an *Educational Webinar* designed to educate various MGSA stakeholder groups about what GIS was, is, and can be. The webinar focused on the ever-growing capabilities of GIS, the power of its technology, and how the technology can further benefit MGSA members and stakeholders. Additionally, the webinar focused on MarinMap, its history, current services and capabilities, and what a fully utilized system may look like.

Subsequent to the *Educational Webinar*, Task Two focused on the development of an online questionnaire, or the *Voice of the Customer (VoC) survey*, that was used to gather existing conditions, select stakeholder information, and future service needs from the respondents. A compilation and analysis of the online survey results was completed and delivered as the *Voice of the Customer report*.

Further information gathering conducted in Task Three included MarinMap *Stakeholder Interviews*. These interviews focused on gathering information about MarinMap service delivery needs, system architecture, and technology frameworks, along with partner interactions and related requirements.

Interviews conducted as part of this effort included:

- MarinMap Executive Sub-Committee
- MarinMap Program Director and GIS Contractor

- Marin County Information Technology Department
- Marin Public Works Association (MPWA)
- Marin Manager's Association (MMA)

The associated report (the *GIS Needs Assessment*) will leverage information gathered from the above-described project tasks and identify current MarinMap needs. These needs will subsequently result in recommendations to improve service levels and modernize MarinMap's regional effort to ensure a sustainable future, via the *Move Forward Strategy* report (Task 4).

Existing Conditions

Current Operations

The Existing Conditions chapter presents a summary of key findings from Task Two, which involved the development and deployment of an online questionnaire known as the Voice of the Customer (VoC) survey, and the information-gathering conducted during Task Three, which included a series of targeted stakeholder interviews designed to explore MarinMap's service delivery requirements, system architecture, technology frameworks, and partner interactions. Participants provided valuable insights into how MarinMap services are currently utilized, where gaps may exist, and what enhancements could improve regional service delivery. The compiled responses serve as a foundational input to this chapter's assessment of MarinMap's current operations.

Scope and Purpose

MarinMap was originally established as a committee, then as a JEPA under the Marin Telecommunications Authority and subsequently under the MGSA. It facilitates the coordination and development of a shared Geographic Information System to meet the informational needs of the public and each Member Agency cost-effectively and efficiently.[1] Through centralized GIS services, MarinMap aims to achieve the following goals:

- Provide improved customer service to customers seeking geographical information;
- Reduce the cost of service to taxpayers and ratepayers;
- Improve infrastructure maintenance;
- Enhance emergency response and disaster planning;
- Reduce negative environmental impacts and manage natural resources;
- Provide the opportunity for better decision-making; and

[1] Appendix B: MMP JEPA-II_10-25-07 FINAL VERS-with SASM (2)

- Encourage cooperation among public agencies, reducing redundancies, improving efficiency, and minimizing conflicts.

The intent of MarinMap is to provide specialized applications and an online platform that benefit users, enabling them to view and analyze centralized data for informed decision-making and collaboration, and perform common and necessary business activities.

Program Structure and Governance

MarinMap is comprised of numerous local public agencies within Marin County, CA. The group is contractually governed through a Joint Exercise of Power Agreement (JEPA) that is managed by MGSA, a Joint Powers Authority. The JEPA is a contractual agreement between public agencies to jointly exercise their powers and collaborate/share resources for a common goal more efficiently. MGSA has a governing board consisting of four Town/City Managers, the County Administrative Officer or his/her designee, and two Public Works Directors.

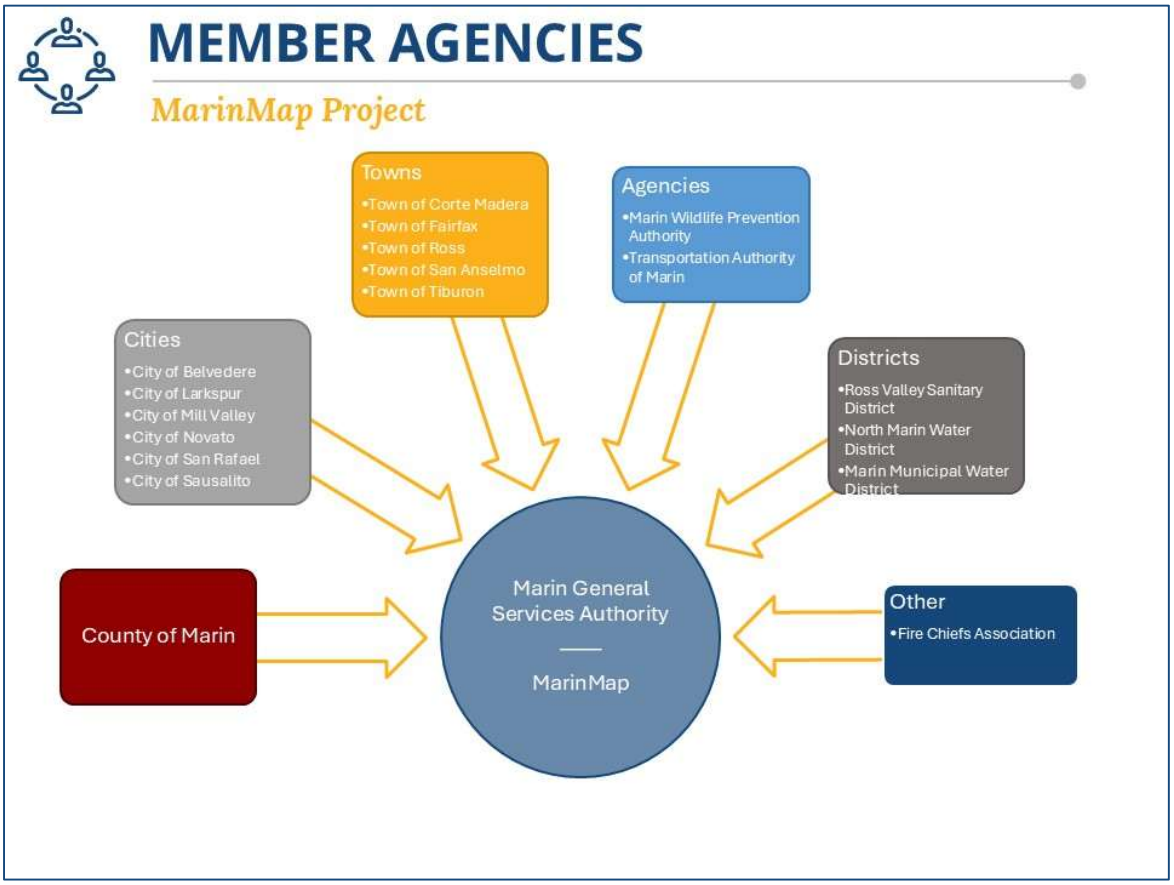


Figure 1: MarinMap Member Agencies

Resource Allocation and Utilization

The MGSA Executive Director and MarinMap Program Director[2] are contracted through MGSA to guide the day-to-day functions of the MarinMap Project. Additionally, technical support is provided by the County of Marin's Information Services and Technology Department, and GIS support by a GIS contractor.

Duties for the Program Director include hosting Steering Committee and Executive Committee meetings, fielding questions and input regarding policy vs technical questions, approving and distributing technical requests to the GIS contractor, periodically responding to the Marin County Grand Jury[3] to verify how they expend the JEPA funds, and tending to other various data-related questions or issues. The Program Director's duties are not meant to be as a GIS expert but rather as an administrator of operations, development, and oversight of budgets and expenditures, conflict resolution, interpretation of roles, responsibilities, and policies, contract management, member and non-member outreach and solicitation, and program direction to the technical team, as defined in the Contract Scope. Currently, the Program Director spends approximately two to three hours per week on MarinMap activities; however, this time commitment can vary depending on the time of year. For instance, they may spend more than two hours weekly during budget preparation or strategic planning. Additionally, when new project proposals are submitted, these may take more time to review and provide guidance and authorization.

Organizationally, the Executive Subcommittee's informal nature makes consistent decision-making challenging. Additionally, the Steering Committee, defined by the Brown Act, no longer meets, and its role should be assessed or discontinued.

The Program Director (Wayne Bush since March 4, 2011) and GIS contractor are part-time positions.[4]

The main ongoing projects of the GIS contractor are a road moratorium, land use edits for local government (when general plans are approved, etc.), trails, situs

[2] MGSA Professional Services Contract – MarinMap Program Director Services

[3] The Marin County Civil Grand Jury provides citizen oversight of county government and reviews the manner in which public funds are distributed.

[4] Appendix A: Contract Scopes

address and address range updates, such as when an accessory dwelling unit is added, homeless encampment research, and map creation when needed.

Figure 2: MGSA/MarinMap Organizational Structure

Since 2015, MarinMap operations have been supported through a partnership with the County of Marin's Information Services & Technology (IST) Department. Within this framework, IST maintains the GIS team, often referred to informally as the "Matrix GIS Team", with MarinMap subsidizing a portion of several employee positions from multiple County departments. This team is led by prominent staff, including the IST Team Manager, with operational and contractual leadership from the MarinMap Program Director, and oversight by the MGSA Executive Officer. It should be acknowledged that the team leader, Fred Vogler, from the Marin County Community Development Agency, was the earliest visionary and coordinator of all County support and planning for Marinmap from 1997-2018. The Marin County Matrix GIS Team is responsible for delivering a wide range of GIS services across member agencies, including map application and website development, data development and integration, technical assistance, training, system architecture, and governance support. They also support GeoHub open data, map viewers, and emergency management tools, reflecting their central role in both day-to-day operations and inter-jurisdictional GIS initiatives.[5]

[5] Appendix C: County of Marin/MarinMap Technical Services Contract

GIS Data, Applications, and Infrastructure

At program commencement, the County of Marin assisted MarinMap in setting up and initializing its first SDE (Spatial Database Engine) server. To provide cost savings for the Program, the County of Marin absorbed MarinMap's infrastructure into its architecture. MarinMap kept its own SQL Server, which is the only hardware it owns and maintains. The County managed all other technical aspects.

> *If after two years, data has not been updated, no data is better than bad data.*

Over time, data has either been provided by the County of Marin or copied to the server from member organizations. Data such as storm drain locations, road ownership, and road moratorium/PCI data were used in day-to-day analysis. However, users are currently seeing unreliable and outdated data. Additionally, agencies such as the Town of San Anselmo have numerous hand-drawn paper maps they would like to see in MarinMap and share. Yet, the underlying question remains: how should MarinMap ingest the data, and who will do the work? Therefore, a formal process is necessary for the submittal, prioritization, and inclusion of member organization data into the MarinMap system for consumption by the broader community.

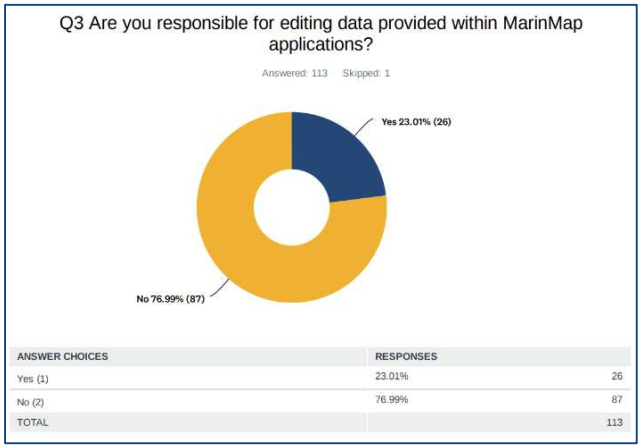
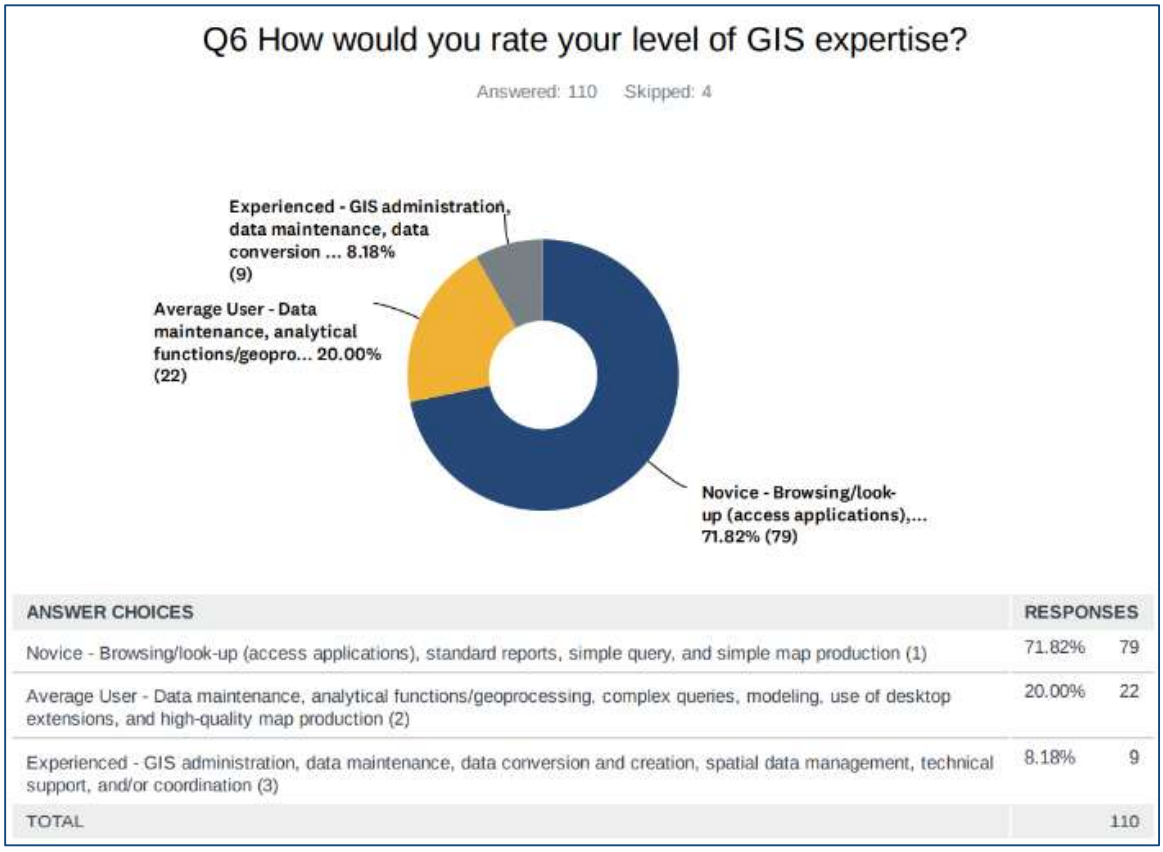


Figure 3: Voice of the Customer - Editor or Viewer?

MarinMap provides the ability for users to upload data. Historically, MarinMap has advised members that geodatabases are the preferred format; although they accept data in almost any format users have available and frequently convert data for users, such as is being done for the road moratorium app and current individual zoning map needs. MarinMap also offers the ability for users to edit GIS data within the MarinMap environment; however, users must have the appropriate software to perform such tasks. Additionally, as ArcGIS desktop licensing is the responsibility of member agencies, and many agencies do not have or use ArcGIS, it

is expected that a large number of users are not maintaining uploaded datasets in a GIS format.

Most MarinMap members do not possess strong GIS expertise and were not developing GIS datasets before joining MarinMap. However, some members do have expert GIS managers. Several member agencies assign GIS experts to MarinMap



ANSWER CHOICES	RESPONSES	
Novice - Browsing/look-up (access applications), standard reports, simple query, and simple map production (1)	71.82%	79
Average User - Data maintenance, analytical functions/geoprocessing, complex queries, modeling, use of desktop extensions, and high-quality map production (2)	20.00%	22
Experienced - GIS administration, data maintenance, data conversion and creation, spatial data management, technical support, and/or coordination (3)	8.18%	9
TOTAL		110

Figure 4: Voice of the Customer - Level of GIS expertise

committees and replace them with similarly skilled individuals when turnover occurs. There is a general disparity in the skill sets of the members, which has always existed. This is evident from the responses in the Voice of the Customer survey, where 72% of users are considered Novice-level and 28% are between Average and Experienced-level GIS users. As a result, there has been an increasing reliance on MarinMap (and the County of Marin) for GIS support, particularly for data management and technical assistance. The increased reliance on GIS support is primarily due to the overworked staff members' inability to dedicate sufficient time to database development and maintenance.

This shift also placed additional demands on the County of Marin IST, as many members began to depend on the County for even basic data updates. Smaller jurisdictions, in particular, have come to rely on MarinMap not only as their GIS provider but also as their primary source of technical support and help desk services. However, MarinMap was originally designed to facilitate the development of GIS data in a unified online format. As virtually all of the data hosted by MarinMap is owned by the member agencies, its role is to coordinate the data, not own or maintain it. As data responsibilities continue to grow, it is essential to reassess MarinMap's role, ensuring that its resources are allocated effectively while addressing the evolving needs of its members.

MarinMap's technology and system architecture are currently hosted primarily on Marin County's on-premises infrastructure. This hosted technology includes:

- SQL Server Hosted MarinMap Enterprise Geodatabases
- Numerous MarinMap GeoCortex Web Applications
- The MarinMap Website: https://www.marinmap.org/
- Historical Ortho Imagery
- All data furnished by member agencies

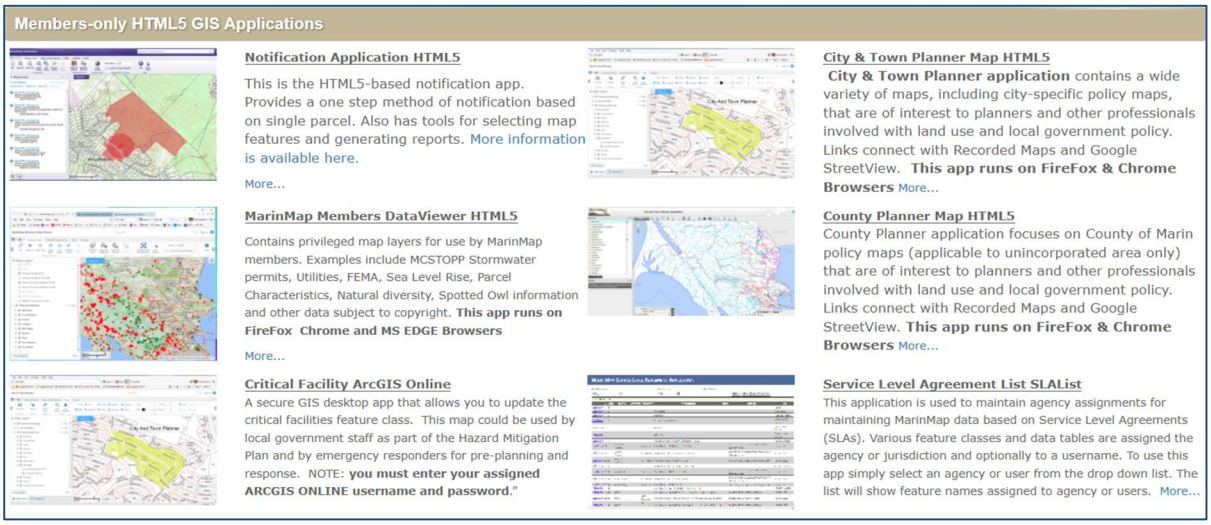


Figure 5: MarinMap Member's Only GIS Applications

Per the VOC survey results, MarinMap applications received an average usability and support rating of 3.41 out of 5. The most commonly used features include property ownership and roadway information. Additionally, the custom mailing label tool is widely utilized by multiple agencies for Community Development and public notices.

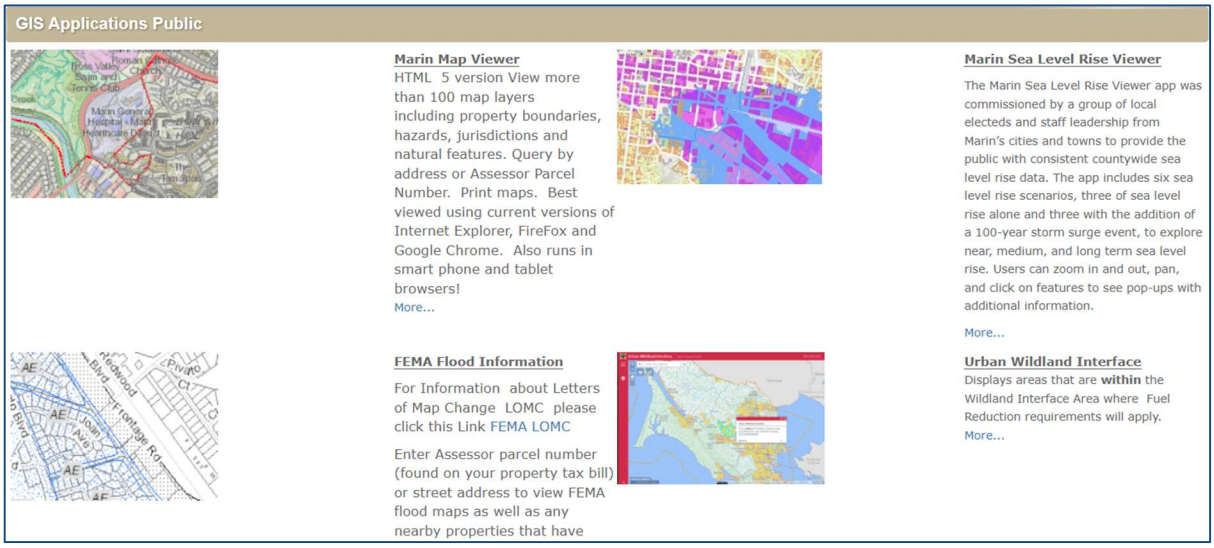


Figure 6: MarinMap Public GIS Applications

As the County of Marin's IST and GIS Departments have expanded, it has become increasingly difficult for the County to continue managing the technical and infrastructure components of MarinMap while also maintaining its own systems and user environment.

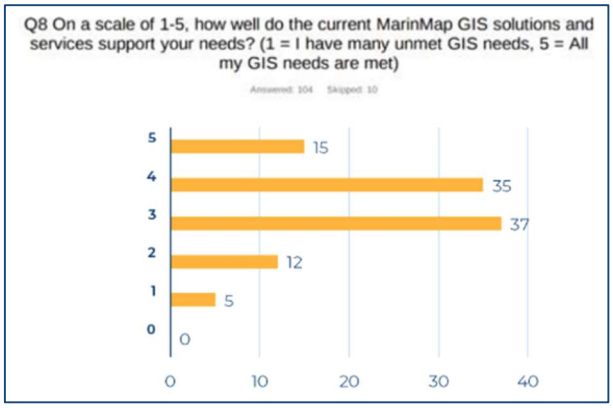


Figure 7: Voice of the Customer - Applications Rating

The County of Marin's IST and GIS Departments receive GIS support requests, along with MarinMap support requests, from MarinMap member agencies. Although the County must provide all 'appropriate' support (according to the contract), the County has a policy limit to what they can technically support. However, members are not clear about the types of requests the County is responsible for. That is, they may not understand the difference between their own GIS and MarinMap. It is important for all parties to be aware of the distinction between how much and the kind of support is the County's, the member's, and MarinMap's responsibility. In the current workflow, MarinMap

support tickets and data requests that start with contact to the County must be routed to the MarinMap GIS contractor, which creates inefficiencies and adds to workloads.

Additionally, any MarinMap proposal, grant, or project requires County IST involvement, as system permissions must be granted to contractors before they can perform any work or evaluations.

Esri licensing also presents challenges due to MarinMap's unique hybrid structure that includes both local and county governments. Further complicating matters, the County does not maintain its own non-Esri-related GIS website, yet it has been responsible for MarinMap's website maintenance.

Governance

The MarinMap Project, governed under the MGSA, was established to provide a cooperative regional GIS that serves both public agencies and the community. The original contract, created in 2007, outlined clear responsibilities for data ownership, strategic initiatives, and essential services to support regional GIS coordination. A summary of those items and their practical application is listed below:

- **Governing Structure**
  - Steering Committee
    - The Steering Committee advises the MGSA Board of Directors and consists of one representative from each Member Agency, selected by the respective governing body of the Member Agency.
    - Steering Committee members serve two-year terms and may be reappointed.
    - The Steering Committee elects a Chair and Vice Chair by majority vote.
  - Executive Sub-Committee
    - The Executive Sub-Committee handles routine administrative matters for the MarinMap Project, consisting of 7-9 members selected by the Steering Committee.
    - Membership of the Executive Sub-Committee includes representatives from distinct Member Agencies such as the County, City of San Rafael, City of Novato, Marin Municipal Water District, and others.

- Other Committees
    - Standing and Ad Hoc Committees may be established by the Steering Committee as needed.
    - Previously, a Standards Committee was formed to adopt rules about data.

- **Data Ownership and Maintenance**
    - Mapping Data owners are responsible for ensuring regular updates to maintain the data's accuracy and relevance.
    - The Steering Committee sets maintenance standards, which vary by data layer and evolve to reflect regional changes and development needs.

- **Data Layer Objectives and Strategic Initiatives**
    - MarinMap was designed to develop and maintain a cooperative regional database, which includes:
        - *Orthophoto Map Layer* – Regular updates of digital orthophoto maps.
        - *Rectified Parcel Map Layer* – Integration of parcel data from certified tax rolls and local agencies.
        - *Centerline Data Files* – Enhanced street centerline data to improve coordinate accuracy and alignment with digital orthophotography.
        - *Infrastructure Database* – Creation of a database to support management of infrastructure maintenance and construction.
        - *Emergency Response Database* – Provide a comprehensive and coordinated database to enhance emergency response and disaster planning.
        - *Natural Resources Database* – Development of a database to analyze environmental impacts and ecological relationships.

- **Core Services Provided by MGSA**
    - MGSA is responsible for overseeing the implementation of MarinMap and ensuring the following minimum services:
        - *Shared GIS Access* – Providing a centralized GIS platform accessible via the Internet and a virtual private network.
        - *Training Programs* – Conducting GIS training for member agencies to enhance their use of MarinMap data.
        - *Capital Improvement Coordination* – Maintaining a Capital Improvement Posting Program to improve construction coordination, reduce traffic disruptions, and minimize trenching in newly paved streets.

- *Centerline Data Services* – Offering Street Centerline Files and tools for generating property owner addresses within specified project areas, streamlining permitting and outreach processes.
- *Public Access to GIS Data* – Enhancing the MarinMap website to allow the public to view and download maps, access property information, and obtain details on capital improvement projects.

- **Potential Additional Projects**
  - With approval from the Steering Committee, MGSA may also oversee specialized GIS projects. The following projects were listed in the JEPA contract but may now be obsolete or are not being pursued:
    - *Disease Tracking* – Mapping and publicizing the spread of Tan Oak Disease and other environmental health concerns.
    - *Public Health GIS Data* – Providing epidemiological mapping, such as tracking breast cancer rates and other health-related data..
  - *Other GIS Initiatives* – Supporting additional GIS projects based on regional needs and Steering Committee recommendations.

Summary of MarinMap Project Responsibilities

- The MarinMap Project, as defined in the JEPA agreement, has several responsibilities aimed at delivering value and services to its Member Agencies. These responsibilities focus on developing and managing a shared Geographic Information System (GIS), facilitating data access, enhancing decision-making, and supporting operational efficiencies. These responsibilities are summarized below.
- The MarinMap Project is responsible for developing and maintaining a shared GIS platform that serves the diverse informational needs of its Member Agencies. It ensures that this system is accessible via the internet and secure virtual private networks, allowing agencies to retrieve, analyze, and utilize spatial data in a collaborative and efficient manner. To support effective use of the system, MarinMap conducts training programs that equip agency staff with the skills needed to navigate and apply GIS data within their respective operations.
- A central function of the project is the Shared Data Warehouse, which stores the spatial and attribute data contributed by members. MarinMap ensures that Member Agencies can seamlessly access and download Mapping Data stored within this repository. The project further provides technical tools to simplify regulatory and public engagement processes.
- MarinMap enhances public access to mapped information through a dedicated website where users can explore property details, boundary lines, planned improvements, and other relevant data. Additionally, the

project undertakes targeted mapping initiatives to support environmental management, emergency response, and community health efforts.

- From a governance perspective, the project is overseen by the Marin General Services Authority (MGSA), with recommendations from a Steering Committee composed of representatives from each Member Agency. MarinMap operates under budgets approved by the MGSA Board and implements programs and initiatives as directed by the Steering and Executive Sub-Committees.
- To ensure sustainability, the MarinMap Project manages cost allocation equitably among members, shares revenues generated from value-added products, and supports collaborative decision-making across agencies. Through this structure, MarinMap delivers shared GIS infrastructure and services that empower local agencies to serve their constituents more effectively while reducing redundancy and increasing regional coordination.

Summary of Member Responsibilities

The JEPA defines a detailed set of responsibilities for Member Agencies participating in the regional GIS collaboration. These responsibilities are summarized below.

Member Agencies participating in the MarinMap Project are expected to play an active and collaborative role in supporting the program's success. Each agency is responsible for contributing and regularly updating a defined set of Mapping Data as listed in Exhibit A, which includes resources such as digital orthophotos, street centerlines, parcel boundaries, infrastructure data, and information on environmental hazards. To ensure the utility and reliability of this data, agencies must maintain it to current standards, provide clear documentation and metadata, and adhere to the technical specifications established by the MarinMap Steering Committee, such as using the NAD-83 horizontal and NGVD29/88 vertical datums.

In support of the program's operations, agencies are required to establish and maintain systems that allow for the efficient uploading and downloading of data, including appropriate electronic communication and file transfer capabilities. Each member agency maintains responsibility for and ownership of the mapping data that it produces. When using Mapping Data from other member agencies, all participants agree to accept the data on an "as-is" basis, recognizing that no liability is assumed for any inaccuracies or omissions.

Finally, each agency must be actively engaged in the governance and administration of the MarinMap Project. This includes appointing a staff representative to serve a two-year term on the Steering Committee and providing personnel support for working groups, initiatives, or subcommittees as needed. This shared commitment to collaboration and contribution ensures that the MarinMap Project functions as a unified and effective regional GIS partnership.

Participation Gaps

The County does not operate with centralized authority, which can lead to important initiatives requiring collaboration among key departments being overlooked. For example, the County Assessor has not formalized a data delivery agreement, even though their property owner data is essential for MarinMap members. Without this data, MarinMap could collapse. Furthermore, the County Sheriff's dispatch is using its own road database instead of the MarinMap road data, which has the endorsement of the cities that own it.

Conclusion

Developing and implementing appropriate governance ensures efficient data management, facilitates regional collaboration, and enhances public access to geographic information, positioning MarinMap as a critical tool for local governments and the community.

By addressing these future needs, MarinMap can remain a cutting-edge, collaborative GIS resource that supports regional planning, public services, and data-driven decision-making for years to come.

Needs Assessment

MarinMap Needs

The Needs Assessment chapter builds on the information-gathering conducted during the previous tasks. Insights from the survey and stakeholder discussions inform the GIS Needs Assessment, which synthesizes the findings to identify and define MarinMap's current and emerging needs.

Overall, the program framework needs to continue to evolve in order to address emerging technological, operational, and funding challenges, possibly including:

- Updated Data Governance Policies
- Updated Initiatives and Projects
- Sustainable Funding Strategies
- Integration with Emerging Technologies
- Modernized Infrastructure
- Expanded Technical Support and Training
- Strengthened Regional Collaboration

The following sections cover these topics in detail.

Governance

Marin County's role in MarinMap needs to be redefined, because the existing contract is out of date and does not reflect current arrangements. Historically, the County has supported MarinMap's development, but the range of tasks has shifted over time. The early years of MarinMap were spent developing projects, applications, and datasets. With the primary datasets now in regular usage, there is less demand to develop new projects and applications, lessening the oversight and support efforts. The Program Director was a key player in coordinating application, training, and website development between member needs and the County's implementation of it, as well as monitoring suggestions for feasibility and effectiveness. However, new ideas are no longer coming in with regularity. When MarinMap was in its early stages,

the Program Director's workload was initially estimated at eight hours per week. However, due to changes in operational demands towards a maintenance phase, this has gradually decreased to just two to three hours per week. As a result, the Program Director has not requested a fee increase in fourteen years, and the original fee was intentionally set below market value to help keep costs low during MarinMap's infancy. Also, MarinMap support staff receive not infrequent requests for support that are more appropriately handled by the member agency. There may be some confusion among the members about what is a MarinMap responsibility and what is their own responsibility.

Looking ahead, there has been discussion about whether MarinMap could operate without a Program Director. However, the County has made it clear that it prefers to stay out of MarinMap's governance, emphasizing the need for a designated leader to provide guidance and make key decisions. If the Program Director role were eliminated, the responsibility would likely shift to the MGSA Executive Officer, who is already managing significant workloads. In addition, this gap would leave the Executive Subcommittee as the primary decision-making body. However, the Executive Subcommittee is not structured for formal decision-making, and its authority has expanded beyond its original intent. Therefore, this is not a viable solution, as the subcommittee has a fluid attendance structure and is better suited for consensus-based discussions rather than formal decision-making. Additionally, the subcommittee currently has greater authority than originally intended, as the Steering Committee has delegated project budget decisions to them, and MGSA has removed them as an intermediary step in the budget approval process. This change was made for efficiency, given that the entire Executive Subcommittee effectively constitutes a quorum of the Steering Committee. However, since neither committee has true decision-making authority beyond making recommendations, relying solely on the Executive Subcommittee for governance would introduce further challenges.

Given these factors, a clearer and more sustainable governance model for MarinMap is needed that ensures effective leadership, decision-making, and stability.

Governance Needs

- **Evaluate Governance Structure**: There is a need to assess whether MarinMap's current structure under MGSA is sustainable and explore a more autonomous business model that may be less dependent on Marin County IST.
- **Redefine Marin County's Role**: The County and MGSA need to modernize their contractual relationship to reflect current arrangements and evolving responsibilities.
- **Clarify Program Director's Responsibilities**: The Scope of Services in the Program Director's contract needs to be reviewed to determine whether they are appropriate or should be amended to reflect the current role.
- **Ensure a Sustainable Governance Model**: There is a need to establish leadership structures that maintain adaptability, resilience, and program relevance despite leadership changes.
- **Address Decision-Making Challenges**:. The decision-making authority needs to be clearly identified since changes to the JEPA would need to be considered by a more formal body than the Executive Subcommittee. Also, since the Brown Act-defined Steering Committee no longer meets, its role needs to be evaluated.
- **Strengthen Governance Structure**: A clearer and more sustainable governance model is needed for effective leadership, decision-making, and long-term stability.
- **Ensure Periodic Review of Governance Policies**: Governance policies must be regularly updated to keep pace with evolving municipal needs and requirements.

Training and Sustainability

Training is a critical enabler that connects governance, data management, technology, and collaboration across jurisdictions. Training ensures a shared understanding of tools, standards, and processes, enabling consistent workflows and effective coordination across agencies. Member users responsible for data maintenance must be trained in open data standards, metadata creation, and privacy

and security protocols to safely and effectively publish and manage public-facing GIS resources. For MarinMap staff, technical training in enterprise databases, web services, and metadata standards builds capacity for interoperable systems and scalable data use. Even with the technical support of Marin County IT, the MarinMap GIS staff need to be knowledgeable in GIS technology.

Data and technical training enable local agencies to implement regionally standardized practices while allowing the regional agency to tailor GIS applications to meet the members' specific operational needs. Further, ongoing training reduces reliance on the County, supports internal capacity building, and helps justify sustainable GIS investments.

Currently, the JEPA provides for MarinMap to conduct GIS training for member agencies, enhancing their use of MarinMap data. Additionally, as per the MGSA Professional Services Contract/MarinMap Technical Services Contract Scope of Services[6]Marin County is responsible for teaching members how to use MarinMap applications. However, the method of training is not specified. Additionally, the contract stipulates that technical assistance will be provided to answer questions for MarinMap users, with the understanding that users must complete training before seeking County technical assistance. Although it has not yet been offered, the contract states that the County team may facilitate Esri training for a sufficient number of members.

Succession Planning

To ensure the continuity, stability, and effectiveness of MarinMap's longevity, a proper succession plan should be established. A succession plan will help mitigate risks associated with leadership transitions, including decisions around oversight, strategy, and program operations.

As MarinMap develops a succession plan, future planning could consider an approach where a new director's initial work hours are increased and then gradually tapered as the potential replacement gains experience. The current director will need to be available to train the potential

[6] Appendix C: County of Marin/MarinMap Technical Services Contract

successor. Additionally, developing a clear, approved organization-wide succession plan will help maintain continuity in leadership and technical expertise. An updated Scope of Services is needed to reflect the Program Director's current responsibilities, ensuring that future hires align with the role's evolving needs.

For MarinMap's leadership, it would be highly beneficial to continue with as many technical skills as currently held, if not more, along with administrative and leadership skills. While administrative and management skills are valuable, a strong technical understanding can help in effectively addressing GIS-related issues and making informed decisions. Ideally, the director would have a balanced skill set, combining governance and technical oversight to support the GIS team rather than placing the full technical burden on them. While there may be many candidates with strong administrative capabilities, finding someone with both technical and leadership expertise would greatly contribute to MarinMap's continued success.

From a governance perspective, MarinMap's current structure under MGSA should be evaluated to determine if a more sustainable organizational model exists. The program's long-term viability may benefit from adopting a more self-sufficient business model, thereby reducing its dependence on external support. Additionally, efforts should be made to neutralize any disproportionate influence from the County of Marin to maintain balance among stakeholders. A structured approach to sustainability will ensure that MarinMap continues to serve its purpose effectively while remaining financially and operationally stable.

Training and Sustainability Needs

- **Develop a Training Plan**: Users need additional training, and it must be determined who will direct the application training. In addition, the MarinMap GIS staff needs to remain up-to-date on the Esri and other software in use.
- **Develop a Succession Plan**: Leadership continuity, minimal disruption, and smooth transitions in governance and operations need to be ensured through a plan for succession and continuity of operations.
- **Ensure Leadership Readiness**: Individuals who can step into leadership roles, even temporarily, must be identified and prepared to avoid gaps in decision-making.

- **Implement a Phased Leadership Transition**: Initial work hours for the new director should be increased and tapered down as experience grows, using available hours for successor training.
- **Update Scope of Services**: The current director's responsibilities need to be documented to ensure alignment with evolving program needs.
- **Seek Leadership with GIS Expertise**: The next director should have both technical and governance skills to support the GIS team effectively.

Data Governance

Data that are shared with MarinMap by member organizations commonly have issues with spatial and attribute accuracy, completeness, and currency of data.

Challenges of Data Governance Across Multiple Member Agencies

One of the primary challenges MarinMap faces is with data maintenance and governance. Data governance between multiple municipalities presents significant challenges due to varying policies, data standards, priorities, and technological infrastructure. Each agency often has its own priorities placed on data management practices, standardized data formats, and security protocols, making interoperability a complex issue. Additionally, discrepancies in data quality, updates, and accessibility can hinder collaboration and decision-making. Some partner organizations have advanced GIS capabilities and dedicated GIS and data management personnel, while others may lack the resources to maintain or share their data effectively. This lack of GIS and data governance resourcing has primarily been the case with some of the smaller member organizations. Additionally, very limited metadata is available to inform and guide those who reference the data for making decisions. This imbalance has created inconsistencies, gaps, and inefficiencies when integrating datasets for regional use.

Another challenge lies in data ownership and control. There can be reluctance to share data due to privacy and liability concerns. Although there is a members-only access site for non-public data, varying levels of transparency and differing

interpretations of public access laws can further complicate governance. Additionally, technical and security concerns, such as maintaining compliance with data protection regulations and ensuring cybersecurity, create hesitation in establishing shared databases. The inherent nature of combining data from a wide range of organizational types having varying needs and priorities can result in siloed data, duplication of efforts, and missed opportunities for leveraging regional data insights.

Data Governance Needs

- **Develop and Implement Data Governance Standards**: Clear policies need to be established, requiring metadata standards and best practices for all shared datasets.
- **Standardize Data Formats and Update Protocols**: There is an opportunity to ensure interoperability by defining uniform data structures, metadata requirements, and update procedures.
- **Create Formal Data-Sharing Protocols**: There is a need to define access permissions, usage policies, security measures, and compliance standards to foster trust among members.
- **Implement a Centralized GIS Data Platform**: There is a need to improve data accessibility while maintaining security, potentially utilizing cloud-based solutions with role-based access.
- **Address Data Ownership and Privacy Concerns**: Clear guidelines need to be established for data control, public access, and compliance with privacy regulations.
- **Enhance GIS Capacity Across Member Agencies**: Data maintenance training and resources must be provided to ensure all members, including smaller organizations, can manage and share data effectively.
- **Ensure Periodic Review of Governance Policies**: Data management frameworks need to keep pace with evolving technology and municipal needs.

Technology and System Architecture

At the onset of the MarinMap Program, it was initially intended to be self-sufficient in managing its GIS data and applications. MarinMap provides member agencies access to 19 Geocortex web mapping applications, which reside on County servers. MarinMap's current data infrastructure relies on a physical SQL Server also hosted by the County. The MarinMap server's warranty expires in July 2025, with renewal costs estimated at $25,000 every five years. To mitigate these costs, MarinMap requested that this SQL Server be converted into a virtual machine.

Due to strict County security protocols and challenges in virtualizing the SQL server, the County is recommending that MarinMap migrate its data to ArcGIS Online (AGOL) and ArcGIS Hub Premium under MGSA's organization account. Currently, MGSA has seven user accounts under its Esri ArcGIS organization. However, by using Premium, MarinMap would be able to utilize the community accounts with its members.

As the County moves away from Geocortex, which serves as the foundational architecture for nearly all MarinMap applications, MarinMap must adapt to the implications of the County's transition by either pivoting to a new platform or securing alternative support for its existing applications. MarinMap applications are currently being redeveloped to the Esri platform with the assistance of a County contracted consultant, ProWest & Associates, and will be hosted on MGSA's ArcGIS Online organization, reflecting this new direction. Members will need to adapt to the look and feel of applications in the new environment.

To modernize and streamline operations, MarinMap should consider transitioning away from its outdated platform and moving to ArcGIS Hub Premium, which will offer improved functionality and long-term sustainability, similar to the County's Open Data Hub. A migration to AGOL and ArcGIS Hub Premium would improve accessibility, provide direct access to MarinMap's contractor for site modifications, and allow for more frequent updates.

As seen in the screenshot below, the MarinMap website, maintained by Marin County IST, is not an ArcGIS Hub site and is not being updated regularly. For example, the latest Agenda and Minutes are from 2019, and the last Announcement was posted in 2020. Also, there has been only one video tutorial added in the past seven years, and the Data Download services are redirected to the Marin County GIS Open Data website.

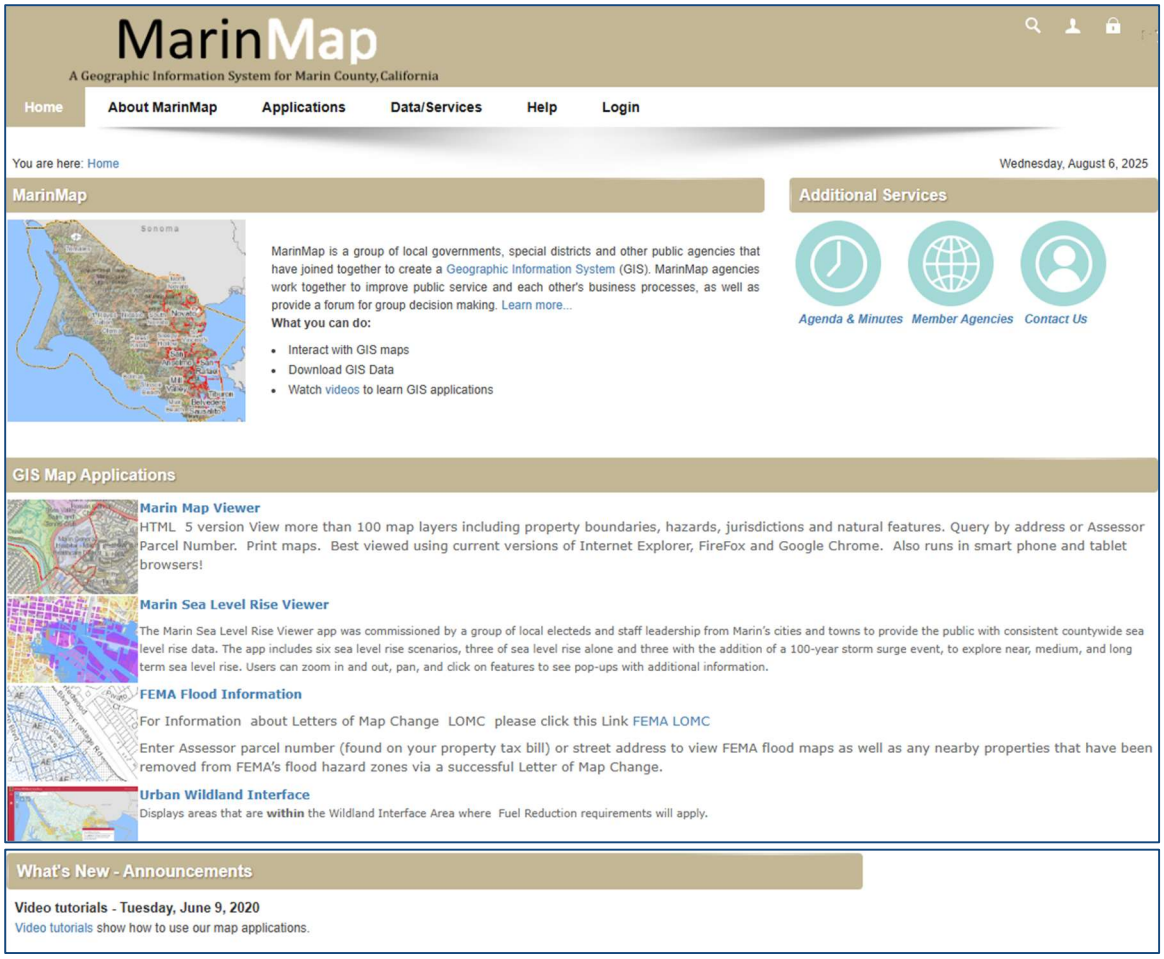


Figure 8: MarinMap Website (hosted by Marin County)

In contrast, the **Marin County GIS Open Data** site is a modern interface built with ArcGIS Hub with Data categories and search, Dataset Feature Services, Apps & Maps, including web experiences, web mapping applications, and story maps.

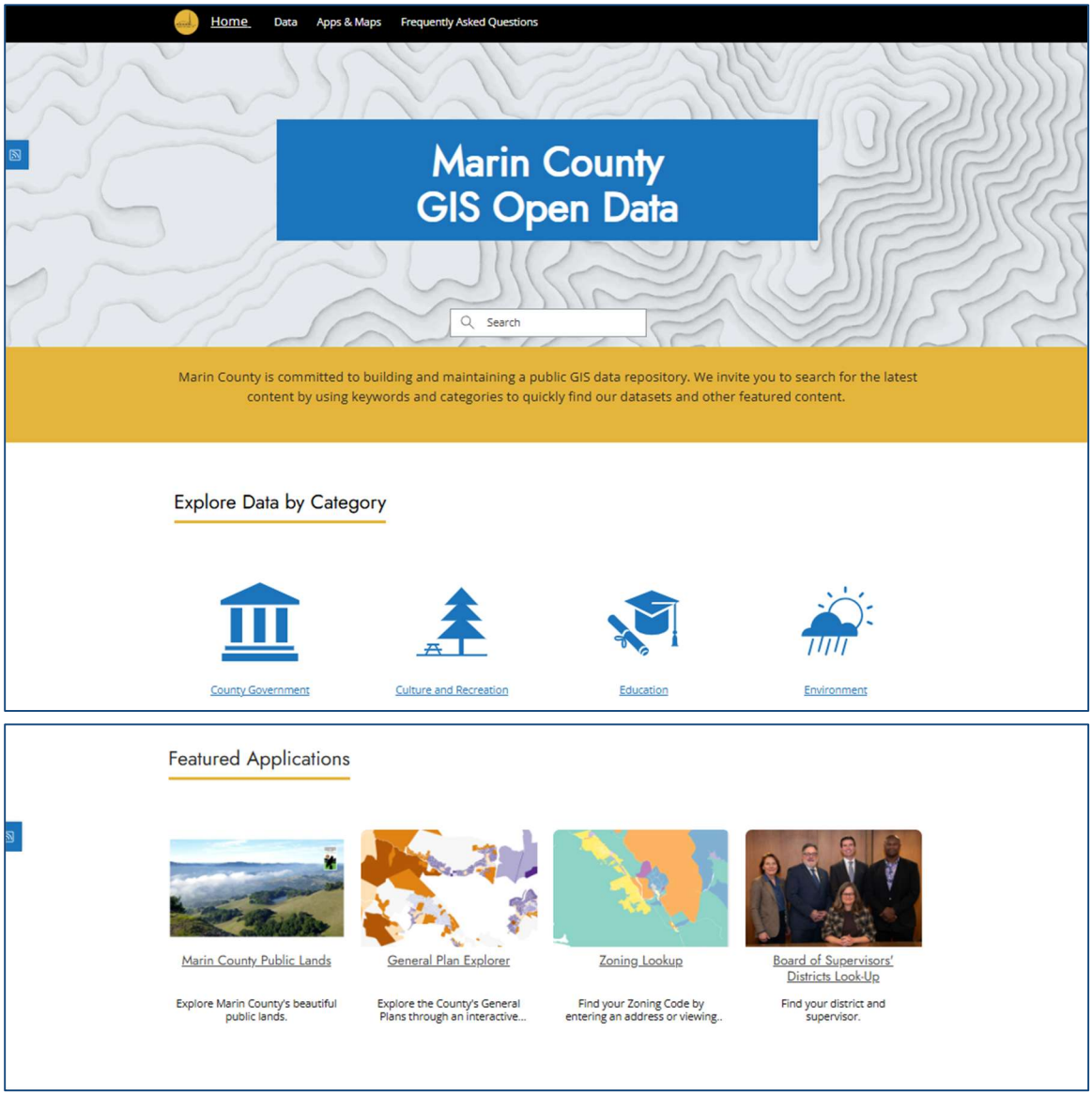


Figure 9: Marin County Open Data Hub Site

Reducing the dependency on the County for website administration would allow MarinMap to operate more autonomously and efficiently, providing greater benefit to its members. However, concerns may remain about data ownership, permissions, and how to administer and manage user access effectively.

With the discussion of migrating, there is also an ongoing challenge in defining which data belongs to MarinMap versus which data is simply a copy of County data with

added attributes. This ambiguity has led to inefficiencies and confusion regarding data maintenance and updates.

The County's broader technology infrastructure is evolving, with a push toward ArcGIS Online for data management. This shift impacts how support is structured, rendering parts of the old Scope of Work obsolete. The County of Marin IST has begun reviewing the original MGSA Professional Services Contract/MarinMap Technical Services Contract[7] Scope of Services, which was written over a decade ago, is now in need of updates. The scope no longer reflects the current technological landscape or the services that best serve both MarinMap and the County of Marin. For instance, the Matrix GIS Team referenced in the contract (Exhibit A, Part Two - Personnel, page 8) is outdated, as many of the personnel listed have either left the County or transitioned to different roles. A revised scope must be executed to reflect current staffing structures, modern technology, and an updated vision for MarinMap's future.

While there are no major budgetary concerns with the County's proposed ArcGIS Online migration, there are still unknowns regarding how the licensing and credit system will work. The County wants to ensure that MarinMap members understand the financial implications of the transition. Additionally, some jurisdictions are reluctant to contribute financially despite benefiting from shared infrastructure, leading to further discussions on refining the funding model.

The County holds all of the technical and infrastructure responsibilities for MarinMap data, applications, and website. As a result, the County's GIS team became burdened with maintaining both its internal GIS systems and MarinMap's infrastructure. Additionally, some smaller jurisdictions see MarinMap as their GIS help desk, an expectation that was never part of the original service model. Members have software technical support questions within their own GIS environment, confusing the County's role as 'hoster' and 'poster' of their data with using ArGIS or developing their own data. Although MarinMap has a part-time GIS Analyst-level contractor, their limited hours cannot efficiently handle all the technical support and data requests.

To address these challenges, MarinMap and the County need to redefine their working relationship, establish clearer service expectations, and implement an updated contract that reflects current needs. The proposed migration to ArcGIS

[7] Appendix C: County of Marin/MarinMap Technical Services Contract

Online would help MarinMap operate with more autonomy and flexibility and less dependence on the County, but governance structures and technical support mechanisms must be carefully planned. Additionally, member agencies need to better understand their roles, ensuring that MarinMap does not become an unintended full-service GIS provider for jurisdictions that lack in-house expertise.

Technology and System Architecture Needs

- **Migrate to ArcGIS Online (AGOL) and ArcGIS Hub Premium**: Transitioning MarinMap's data infrastructure from the County's SQL Server to AGOL would improve accessibility and reduce dependence on County IT infrastructure.
- **Address the Impacts of Geocortex Decommissioning**: MarinMap will need to help members adjust to the new environment.
- **Clarify Data Ownership and Management**: There is a need to define which datasets belong to MarinMap versus which are copies of County data with added attributes. This will improve data accuracy, reduce duplication, and streamline data-sharing processes.
- **Utilize ArcGIS REST Services for Data Integration**: MarinMap should integrate data through REST services instead of duplicating datasets, ensuring the most up-to-date and authoritative information is available.
- **Revise and Update the Scope of Services Contract**: The current contract between the County and MarinMap is outdated and needs to be updated to reflect modern technology, staffing structures, or operational needs. A new agreement must align with the evolving GIS landscape.
- **Establish Clear Governance and Technical Support Mechanisms**: If MarinMap moves towards greater operational autonomy, a governance model will need to be developed to manage data access, permissions, and support responsibilities effectively.
- **Ensure Transparency in Licensing and Credit Usage**: While there are no major budgetary concerns, uncertainties remain regarding licensing structures and credit consumption in AGOL. Member agencies must understand the financial and technical implications of this shift.

Funding

Sustainable funding is critical for municipalities collaborating on shared data, application development, and ongoing staff support within MarinMap. Given the varying budgets and resource constraints of participating municipalities, a multi-tiered funding strategy is essential that ensures equitable contributions while reflecting each entity's level of use and benefit. A well-structured funding model should promote long-term sustainability, transparency, and fairness, preventing financial burdens from disproportionately falling on any single agency.

Current Funding Strategy

MarinMap follows a cost-sharing funding structure, with each agency paying an annual rate for data, applications, and support. The cost formula considers factors such as jurisdictional area, the number of assessor's parcels, and other benefit-related criteria to ensure the broadest and fairest application. This guarantees that larger municipalities with greater resources and more complex data needs contribute proportionally more than smaller jurisdictions that may have limited budgets and lower data demands. The maximum of $10,000 is specified in the JEPA (Section 3.04).

Reserve policies were adopted by the MGSA for all its programs, consisting of 10% of the prior year's revenue. MarinMap also sets aside funds for future orthophotos in a reserve (currently at $52,000) and, until this year, also set aside funds to periodically replace the server ($28,000 last FY). The fund balance grows annually well beyond the reserve limit, which is why there have been two rate holiday years and one dues reduction year. When the balance gets high from efficiency or a lack of projects, overages are returned to the members.

Although the JEPA states that the Steering Committee is responsible for recommending an annual budget for the MGSA Board of Directors' approval each year, for the past five years, this task has been delegated to the Program Director and the Executive Subcommittee. As part of the process, the Executive Subcommittee describes individual projects within the project line item of the budget.. No funds may be disbursed without an approved budget. The budget must outline MarinMap programs, allocate funds accordingly, and account for direct and overhead costs. The

MGSA Board will allocate costs based on the Steering Committee's recommendations. Any adjustments to cost formulas are recommended by the Steering Committee and approved by a majority vote of the MGSA Board.

Additionally, Section 6.0 (b) of the JEPA allows for *incidental products and services* provided to agencies that are fee-based, with a tiered pricing structure distinguishing between *Member and Non-Member Agencies*. However, to date, MarinMap does not provide products or services to non-member agencies.

Funding Challenges

One of the primary challenges MarinMap faces with funding is the lack of a clearly defined methodology for determining membership fees. While the fee structure has been agreed upon and documented in a fee resolution, as mentioned above, there are grey areas that could be questioned by new or potential members. The current approach to fee determination is largely understood by existing members, but without a formal definition, challenges could arise. A structured formula considering an agency's overall budget, staff size (which affects technical support needs), and sphere of influence (which considers the extent of constituency impact) would provide greater clarity and fairness. This issue is particularly relevant for countywide organizations, like LAFCo, where influence extends beyond direct staff usage. For members whose constituents utilize the GIS products, there is a greater good being performed beyond the number of apps being opened by the number of GIS staff members for how long. Public use should factor into the member's benefit from the MarinMap products and services.

Another identified challenge is member dissatisfaction with the value received for their dues, since the dues structure is currently not tied to actual services and may be considered arbitrarily defined. Concerns about the fairness of membership fees are raised by both small and large organizations. Larger entities argue that they do not utilize MarinMap internally enough to justify their contribution, despite their dues representing a much smaller percentage of their overall budget than a small agency. Smaller agencies express concern about cost fairness but receive access to the same shared digital infrastructure as larger agencies at a fraction of the cost. These perceptions of value disparity make it difficult to maintain satisfaction among all members and could impact long-term membership retention. Per the JEPA, any

modification of the dues structure would require a consensus vote by the Steering Committee, followed by a recommendation to the MGSA Board, and approval through resolution.

Additionally, some agencies have opted not to participate in MarinMap due to cost, even when their financial resources suggest affordability. This decision highlights another challenge: organizations often evaluate membership based on the direct benefit to their internal staff rather than the broader benefits to their constituents. Many agencies fail to consider how their participation contributes to regional data accessibility and shared digital infrastructure, which benefits not only their organization but also their community at large.

Benefits of Participation

Participation in the MarinMap Project provides member agencies with several indirect benefits that enhance operational efficiency, service delivery, and professional capacity. By sharing a centralized Geographic Information System (GIS), members gain access to high-quality, regularly updated data without duplicating collection efforts, resulting in significant cost savings. Additional advantages include access to software and hardware discounts, reduced legal and compliance risks through standardized data licensing and metadata protocols, and improved customer service via public-facing tools, like the MarinMap website, data, and applications. Agencies also benefit from staff training programs that build internal GIS capabilities and promote best practices.

Beyond individual agency gains, MarinMap fosters synergistic benefits through regional collaboration. Member agencies cooperate with each other in the interest of taxpayer and ratepayer efficiency to enhance emergency response, environmental management, and infrastructure coordination by maintaining shared, standardized datasets. This cooperation supports cross-jurisdictional initiatives, reduces redundancy, and improves planning across city and district boundaries. The collaborative structure also encourages innovation, equitable data governance, and revenue sharing from value-added GIS products.

Through its committees, MarinMap serves as a platform for joint problem-solving and policy influence, strengthening the region's capacity to address shared challenges with unified, data-driven solutions.

Funding Needs

- **Review and Evaluate a Multi-Tiered Funding Strategy**: There is a need to reassess the current funding model and explore adjustments that ensure fair contributions from each municipality based on their usage and benefits, promoting long-term sustainability.
- **Expand Grant and Subsidy Opportunities**: There is a need to seek regional, state, and federal grants for GIS development, smart city projects, and regional collaboration to supplement member contributions.
- **Partner with State and Regional Agencies**: There is a need to align projects with transportation, emergency management, and environmental goals to unlock additional funding sources.
- **Implement a Cost-Sharing Model for Technical Support**: Resources for staffing and infrastructure maintenance need to be pooled, potentially funding a full-time GIS-level analyst additional part-time GIS-level contractor.
- **Generate Revenue Through External Partnerships**: There is an opportunity to generate additional revenue by offering GIS consulting services, data licensing, or premium services to organizations outside of membership to diversify funding sources.
- **Continue the Dedicated Reserve Fund**: There is a need to continue to set aside funds for future orthophotos, software maintenance/licensing fees, unexpected costs, and emergency maintenance, built into annual membership fees.

Summary

There are several key areas MarinMap should focus on, including improvements in governance, technology, data, and sustainability. Key challenges and strategic considerations are itemized below:

1. **Clarifying MarinMap's Strategic Role**

   MarinMap must determine whether its future lies in refining and modernizing existing services or expanding into new technologies and regional initiatives. Despite annual solicitations for new projects, member agencies have not submitted proposals in over five years, an indication of either satisfaction, limited capacity, or disengagement. The Steering Committee must assess whether to prioritize incremental service improvement or pursue bold strategic growth to reinvigorate member interest.

2. **Weak Member Engagement and Capacity Gaps**

   Many agencies lack the time or staff capacity to maintain data, attend meetings, or contribute to collaborative projects. This has resulted in low enthusiasm and limited use of MarinMap's full capabilities. Members often do not respond to initiatives that could directly benefit them, and support efforts frequently require the Program Director to provide direct outreach and explanation. Increasing member capacity and engagement will be critical to MarinMap's long-term success.

3. **Governance and Leadership Challenges**

   MarinMap faces structural governance issues, including an unclear leadership hierarchy, evolving County support, and the absence of a defined succession plan for the Program Director. These gaps threaten long-term program stability and effectiveness. A clearer leadership framework and transition planning are needed to ensure continuity and to empower future program leaders to champion MarinMap through political and institutional changes.

4. **County Departmental Non-Participation**

   Key County departments, specifically the Sheriff's Office and Assessor's Office, remain disconnected from MarinMap activities. The Sheriff's Office maintains a road dataset, potentially leading to discrepancies in first responder routing, while the Assessor's Office has resisted formalized data sharing, despite widespread member needs for property ownership data. These long-standing challenges reveal the difficulty of securing participation from departments not reporting to the County Executive and underscore the importance of sustained advocacy.

5. **Disparities in Large and Small Agency Expectations**

   Larger members often feel they contribute more than they receive, while smaller agencies feel burdened by similar dues despite using fewer resources. Although the current funding model is largely accepted, it requires frequent explanation by the Program Director. The need to balance equity and practicality remains a persistent governance issue that may benefit from an updated cost-sharing framework.

6. **Role Confusion Between Members and MarinMap**

   Unclear boundaries between agency responsibilities and MarinMap's services have led to misunderstandings around data stewardship. Members sometimes expect MarinMap to manage data compilation tasks or relinquish responsibility once data is submitted. These ambiguities point to the need for a service charter or clarified roles that define responsibilities for data ownership, maintenance, and updates.

7. **Misconceptions About MarinMap's Structure**

   Some agencies perceive MarinMap as an external service contractor rather than a collaborative consortium governed by a Joint Exercise of Powers Agreement. This misconception undermines shared accountability and engagement. Improved communication about the program's governance structure, membership obligations, and benefits is needed to foster a greater sense of ownership.

8. **Incomplete Metadata and Standards Adoption**

   Despite being a core expectation under the JEPA agreement, metadata documentation and adherence to data standards remain inconsistent across members. Limited participation in standards development and data documentation hinders MarinMap's ability to ensure data integrity, usability, and interoperability.

9. **Data Maintenance and Project Sustainability**

   Outdated data is arguably MarinMap's most critical technical limitation. Several promising initiatives, such as sewer infrastructure mapping, capital project tracking, and stormwater network modeling, were halted or reversed due to member agencies not maintaining their datasets. This highlights a systemic barrier to progress: successful projects depend on sustained member commitment to data upkeep.

10. **Technology Modernization and Infrastructure Risks**

    MarinMap must update its technology infrastructure to remain viable. The phase-out of County support for legacy platforms necessitates a shift to modern solutions like ArcGIS Hub Premium and secure cloud hosting. The current Scope of Services and hosting arrangements must be revisited to clarify responsibilities, ensure data security, and improve performance. Without these updates, MarinMap risks falling behind in delivering modern, accessible GIS solutions.

11. **Sustainable Funding and Cost Equity**

    The long-term success of MarinMap hinges on financial sustainability. A policy to better define a structured formula considering an agency's overall budget, staff size, and sphere of influence may be needed to create a more equitable and scalable financial framework. Grant funding and cost-sharing agreements should also be considered for sustained future funding. These alternatives should be explored and tested through stakeholder engagement and budget modeling.

In conclusion, by implementing improvements in these key areas, MarinMap can continue to be a valuable regional GIS resource, fostering collaboration, enhancing public access to geographic data, and supporting informed decision-making for years to come.

Appendix A

MarinMap Program Director Contract Scope

MARIN GENERAL SERVICES AUTHORITY
PROFESSIONAL SERVICES CONTRACT
MarinMap Program Director Services

Exhibit A: Scope of Services

Under direction from the Executive Officer of MGSA, Contractor shall:

A. Provide Program Director Services for the Marinmap Program under the supervision of the MGSA Executive Officer. The duties include:

- Prepare Steering Committee and Executive Committee Agendas and staff reports on recommended actions
- Present Steering Committee recommendations for consideration by MGSA, including analysis of policy and financial matters
- Attend Steering Committee and Executive Committee meetings and other meetings necessary to provide direction to the MarinMap Program
- Provide administrative direction, support and advocate for the MarinMap Program.
- Prepare, recommend and administer MarinMap's annual budget
- Provide regular status reports to MGSA on MarinMap actions and progress
- Prepare, monitor and administer contracts issued by MarinMap, including, upon approval of MGSA Executive Officer, the execution of contracts incurring an expense of $5,000 or less, if such contract and amount have been authorized in the approved annual budget
- Authorize MGSA bill payments within the approved budget
- Coordinate MarinMap related MGSA actions with the Executive Officer of MGSA
- Represent MarinMap in dealings with citizens, media, member agencies and other governmental agencies.

MarinMap GIS Services Contract Scope

Exhibit "A": Scope of Work/Budget

1. Expert G.I.S. services including, but not limited to the following:
    - Maintain Road feature class including associated address, CIP and routing corrections or changes,
    - Maintain Road Moratorium feature class including outreach to members for data updates,
    - Work with MarinMap members, and County staff to resolve addressing or parcels inconsistencies, including situs data, that cannot be resolved by representatives at the various cities.
    - provide expert review, analysis and consultation on MarinMap systems, infrastructure, data models and applications.
    - Attend Steering Committee and Executive Committee meetings and other meetings necessary to provide direction to the MarinMap Program.
    - Prepare monthly reports summarizing activities.
    - Perform other expert level G.I.S. services as needed.

Appendix B

Joint Exercise of Powers Agreement

JOINT EXERCISE OF POWERS AGREEMENT II

Relating to the

MARINMAP PROJECT

JOINT EXERCISE OF POWERS AGREEMENT

This Joint Exercise of Powers Agreement is dated as of _____ , 20__, and is made by and among the Marin General Services Authority, the Marin Telecommunications Agency, the County of Marin, the Cities of Belvedere, Mill Valley, Novato, San Rafael and Sausalito, the Towns of Corte Madera, Fairfax, Larkspur, Ross, San Anselmo, and Tiburon, the Novato Sanitary District, the Tamalpais Community Services District, the Marin Municipal Water District, the Marin Local Agency Formation Commission and such other Local Agencies within the County of Marin as may later become signatories (the "Member Agencies").

RECITALS

A. The Joint Powers Act, Government Code §6500 et seq., provides that public agencies by agreement may jointly exercise any power common to them.

B. The parties are "public agencies" within the meaning of that term under Government Code §6502 of the Joint Powers Act and possess in common the power to develop and maintain mapping and other informational data to meet the informational needs of the public and each of the Member Agencies.

C. The parties desire to enter into this Agreement in furtherance of the Joint Powers Act.

D. It is the desire of the parties to this Agreement to create a system for meeting the information needs of the public and the Member Agencies and have the Agreement administered by the Marin General Services Authority.

NOW, THEREFORE, the parties agree as follows:

ARTICLE I
DEFINITIONS

Section 1.01. Definitions. As used herein, the following terms shall have the meaning ascribed thereto, unless the context requires otherwise.

"Agreement" means this Joint Exercise of Powers Agreement II.

"Centerline Files" or "TIGER Street Centerline Files" means a graphic representation of streets as line segments obtained from the U.S. Geological Service via the Census Bureau. Each graphic line segment has attribute information such as street name, address range (left and right), zip code and type of street. This data is valuable to local agencies for such uses as preparing emergency evacuation notifications, creating fire department "run books" or other uses, which involve linking information to a street address. TIGER stands for "Topologically Integrated Geographically Encoding and Referencing."

"County" means the County of Marin.

"Data Licensing Agreements" means the form of agreement approved by the Steering Committee for use by Member Agencies in releasing any Mapping Data.

"Executive Sub-Committee" means the subcommittee established pursuant to Section 5.02.

"Geographic Information System" means a computerized database management system for the capture, storage, retrieval, analysis, and display of spatially (locationally-defined) data.

"Joint Powers Act" means Chapter 5 of Division 7 of Title 1 of the Government Code of the State, as amended from time to time.

"Layer" means a method of categorizing digital data in an automated system. Generally, layers can be collected, viewed and manipulated separately, but are related to each other through a common database or through common control coordinates.

"Local Agency" has the meaning set forth in Section 53600 of the Government Code of the State, as amended from time to time. "Local Agency" also includes the MGSA, MTA, and any other joint powers agency whose membership includes local agencies located within Marin County.

"Mapping Data" means mapping databases, which include, but are not limited to, digital and electronic map data, map data documented in traditional methods (e.g. hand copy) and other associated information.

"MarinMap" or "MarinMap Project" means the project described in Article II.

"Metadata" means data about the content, quality, conditions, and other characteristics of data.

"Member Agency" means each of the original signatories to this Agreement and any Local Agency, which hereafter becomes a signatory to this Agreement pursuant to Section 6.12.

"MGSA" means the Marin General Services Authority.

"MTA" means the Marin Telecommunications Agency.

"Orthophoto Map" means a map that appears as a photographic image, which actually re-combines many small pieces of an aerial photograph, each of which has been adjusted in its location on the final print to accurately depict its true location.

"Shared Data Warehouse" means a computer file server which stores spatial and attribute data in a relational database and, perhaps, graphic formats to be available for query by a personal computer with appropriate software.

"State" means the State of California.

"Steering Committee" means the committee established pursuant to Section 5.01.

ARTICLE II
THE MARINMAP PROJECT

Section 2.01. Purpose of Agreement. The purpose of this Agreement is to coordinate the development of a shared Geographic Information System to meet the informational needs of the public and each Member Agency in a cost-effective and efficient manner. Such undertaking shall be known as the "MarinMap Project."

Section 2.02. Governing Principles. The following governing principles will enable the MarinMap Project to implement its mission:

(a) Each member agency will share Mapping Data it has created, or owns, with the present and future participants in MarinMap for their own use.

(b) If Mapping Data owned by a Member Agency is part of a value-added product from which revenues are received by MarinMap, the Member Agency will be compensated on a proportional basis according to the Member Agency's data contribution. MarinMap also will receive a portion of all revenues received by the MarinMap Project. The proportional shares of revenue will be determined by the MarinMap Executive Sub-Committee in accordance with the revenue sharing formula approved by the MGSA Board of Directors.

(c) Restrictions on reproduction and disclaimers concerning accuracy (licensing or copyrights) as well as the identity of the Mapping Data's owner will be attached to the owned Mapping Data either in digital or hard copy form and as part of the data dictionary of Metadata.

(d) Mapping Data, as specified by the Steering Committee, will be published on the Internet for the public's use.

(e) In general, each Member Agency will receive revenues from the production of value-added products according to its data contribution to the product from which revenues are derived by MarinMap.

(f) Owners of Mapping Data will be responsible for ensuring that Mapping Data is updated regularly so that it maintains its value. Standards for Mapping Data maintenance established by the Steering Committee will vary according to data layer and will change to keep pace with development or other changes.

Section 2.03. Goals and Objectives. The Goals of the MarinMap Project are to:

(a) Provide improved customer service to customers seeking geographical information;

(b) Reduce the cost of service to taxpayers and ratepayers;

(c) Improve infrastructure maintenance;

(d) Enhance emergency response and disaster planning;

(e) Reduce negative environmental impacts and manage natural resources;

(f) Provide the opportunity for better decision-making; and

(g) Encourage cooperation among public agencies, reducing redundancies, improving efficiency and minimizing conflicts.

The Objectives of the MarinMap Project are to:

(a) Create a system to collect and distribute geographical information;

(b) Maintain the integrity of the geographical information;

(c) Provide enhanced access to geographical data to public agencies and the public;

(d) Develop an equitable means to share Geographic Information System costs;

(e) Establish the exchange of information between participating agencies;

(f) Create a database to support management of infrastructure maintenance and construction;

(g) Provide a comprehensive and coordinated database to enhance emergency response and disaster planning;

(h) Develop a natural resources database to facilitate analysis of environmental impacts and understanding of ecological interrelationships;

(i) Reduce the cost of Geographic Information System development among Member Agencies by obtaining discounted prices on computer software and hardware and by implementing joint initiatives for development of Mapping Data of common interest to the Member Agencies; and

(j) Reduce the cost of Geographic Information System database development and maintenance by facilitating Mapping Data sharing and database maintenance between Member Agencies through a network linking Member Agencies and creating a Shared Data Warehouse for the maintenance of Mapping Data of common interest to the Member Agencies.

Section 2.04. Strategic Initiatives. The MarinMap Project will create a cooperative regional database. An initial framework for the cooperative database development includes the following:

(a) Orthophoto Map Layer. Development and regular updating of digital Orthophoto Maps.

(b) Rectified Parcel Map Layer. Development of an inventory and description of parcels from the certified tax rolls of the County Appraiser's Office and from individual local agencies with enhancements of such data.

(c) Centerline Data Files. Centerline Data Files aligned with digital orthophotography enhancement and maintenance of the 1999 Census TIGER Files, by improving coordinate accuracy-using street Centerline Data Files.

ARTICLE III
ADMINISTRATION OF THE AGREEMENT

Section 3.01. MGSA to Administer Agreement. The MGSA shall administer this Agreement, and shall exercise in the manner herein provided the powers common to the

Member Agencies and necessary to the accomplishment of the purposes of this Agreement, subject to the restrictions set forth in Section 3.02.

Section 3.02. Restrictions on Exercise of Powers. Such powers shall be exercised in the manner provided in the Joint Powers Act and shall be subject (in accordance with Section 6509 of the Joint Powers Act) to the restrictions upon the manner of exercising such powers that are imposed upon County of Marin in the exercise of similar powers.

Section 3.03. Specific Services. The MGSA will oversee the implementation of the MarinMap Project in accordance with Article II and will ensure that the following minimum specific services are implemented:

(a) Implementation of a shared Geographic Information Service that is available to all Member Agencies via the internet and a virtual private network.

(b) Conduct a training program for Members Agencies in the use of MarinMap data.

(c) Completion of a "Capital Improvement Posting" program which will post planned capital improvements on the MarinMap web site in order to improve the coordination of construction within the public rights of way, decrease traffic impediments and decrease the need to trench or execute newly paved streets.

(d) Provide access to TIGER Street Centerline Files, which provide address data and other data attributable to a street system.

(e) Provide the means for Member Agencies to automatically produce owner addresses for properties within a specified radius of a proposed project, which will avoid the time consuming, and often inaccurate process of sorting through paper parcel maps.

(f) Enhance the public's access to useful mapped data via a MarinMap Website. The website will allow certain maps to be viewed or downloaded by the public. The public can use the information to create maps of their neighborhood, to obtain information concerning property lines and property values or to access data concerning planned capital improvement projects.

In addition, upon the recommendation of the Steering Committee, the MGSA may perform additional MarinMap projects such as:

(a) Mapping and publication via the internet of Marin County creeks to improve watershed and creek management, flood control information and environmental information.

(b) Mapping and publication via the internet of the spread of "Tan Oak Disease" and public information concerning the control of the disease.

(c) Mapping and publication via the internet of epidemiology data from the County Department of Health and Human Services including information concerning breast cancer.

(d) Other projects approved by the Steering Committee.

Section 3.04. Compensation. In consideration for the services to be performed by the MGSA, the MGSA Board of Directors shall establish an annual fee or fee schedule, not to exceed $10,000 per Member Agency. Such fees, as determined by the MGSA Board, will be paid by each Member Agency on or before July 1 of each year while this Agreement is in effect.

ARTICLE IV
MEMBERSHIP

Section 4.01. Benefits of Membership. By participating in the MarinMap Project, a Member Agency:

(a) May download to a local computer Mapping Data stored in the Shared Data Warehouse, pursuant to the terms and conditions of this Agreement.

(b) Will receive any software or hardware discounts obtained by the MarinMap Project.

(c) Will share in the proceeds from the production of value-added products, pursuant to the terms of this Agreement.

(d) Will abide by the rules established to protect the organizations generating and maintaining original Mapping Data. To protect the viability of the Mapping Data sharing, Member Agencies agree to refrain from re-marketing Mapping Data obtained through the MarinMap Project. The two points of Mapping Data dissemination will be the Member Agency from which the Mapping Data originates and the MarinMap Project through the Shared Data Warehouse.

Section 4.02. Obligations of Member Agencies. Membership in the MarinMap Project obligates Member Agencies to:

(a) Exchange Mapping Data pursuant to the terms of this Agreement. Each Member Agency shall exchange, at a minimum, the Mapping Data, as described in Exhibit A attached hereto and incorporated herein by reference, with other Member Agencies.

(b) Provide regular updates of Mapping Data, including but not limited to Mapping Data listed on Exhibit A maintained by the Member Agency on a regular and timely basis to the Shared Data Warehouse, provide sufficient documentation to make the Mapping Data generally useful, and provide adequate staff support to ensure that the Mapping Data is efficiently and accurately loaded. A Member Agency is not responsible for updating Mapping Data owned or created by another Member Agency or a Local Agency who is not a member but is contributing Mapping Data to the MarinMap Project.

(c) Establish and maintain a means to efficiently manage the uploading and downloading of Mapping Data. Several means are available and the specific option used will depend upon the volume and frequency of data transfer as well as the location of the Member Agency. Establishment of an electronic communications link is encouraged and would give the Member Agency access to e-mail and high-speed file transfer capabilities.

(d) Support the administration of the MarinMap Project through participation in committees established by the Steering Committee or Executive Sub-Committee and by providing staff to implement the objectives of the MarinMap Project.

(e) Abide by the rules established to protect the organizations generating and maintaining original Mapping Data. To protect the viability of the Mapping Data sharing, Member Agencies agree to refrain from remarketing Mapping Data obtained through the MarinMap Project. The two points of Mapping Data dissemination for sale would be the Member Agency from which the Mapping Data originates and the MarinMap Project through the Shared Data Warehouse.

(f) Utilize the Data Licensing Agreements, which apply, to any contributed or created data prior to the release of any Mapping Data.

Section 4.03. Sharing of Data. It is recognized that the Member Agencies are engaged in projects to create and maintain Mapping Data that will be of common interest. Exhibit A is a listing of the minimum Mapping Data that each Member agency shall share as a part of this project.

(a) Each Member Agency agrees to exchange with the MGSA and the other Member Agencies its Mapping Data as described in Exhibit A and in accordance with the terms and conditions of this Agreement and any rules or standards established by the Steering Committee or the MGSA. In addition:

(1) Each Member Agency agrees to make available to the other Member Agencies any updates, additions, and revisions of the Mapping Data, which may be compiled in the future.

(2) Each Member Agency agrees to provide for the continuous maintenance of its own Mapping Data.

(3) Each Member Agency agrees to develop mapping and database standards that will facilitate the exchange of Mapping Data.

(4) Each Member Agency agrees that the exchanges of Mapping Data pursuant to this Agreement are of equal value.

(b) Any Mapping Data that is exchanged among the Member Agencies shall be used only for their internal purposes, or those of their designated agents. The database may not be sold or given to third parties unless explicitly agreed to under a separate agreement or as established by the MarinMap Steering Committee.

(c) The exchange of Mapping Data is contingent upon the following conditions being observed:

(1) Each Member Agency agrees to maintain its Mapping Data in a format that is compatible with the Steering Committee's standards as much as is feasible. This may include registering maps to the California State Plan Coordinate System, which uses the North American horizontal reference Datum of 1983 ("NAD-83") and the North American Vertical reference Datum of 1929 (NGVDD29) or the North American Vertical Reference Datum of 1988 (88 "DAVD-88").

(2) Each Member Agency will continue to maintain or make arrangements for the maintenance and update of its Mapping Data, and make its revised Mapping Data files available to the other Member Agencies pursuant to a schedule to be developed by the Executive Sub-Committee or its designee.

(d) Each Member Agency agrees to accept any and all Mapping Data from the other Member Agencies in the agreed upon Steering Committee standards for the exchange of Mapping Data. Each Member Agency agrees to provide the Metadata documentation pertaining to the exchanged Mapping Data. The Metadata will define the specifications of accuracy and completeness. Each Member Agency waives any and all responsibility of the other Member Agencies, explicit or implied, for any damage or liability caused through use of this Mapping Data, in any way.

(e) Each Member Agency will make reasonable efforts to provide the most current, accurate and complete Mapping Data. No Member

Agency, however, makes any warranties with respect to the Mapping Data it furnishes and each Member Agency agrees to accept any and all Mapping Data furnished by the others on an "as is" basis. Each Member Agency waives any claim against the other for any and all damage or liability caused directly or indirectly by the use of the Mapping Data furnished to each other.

(f) The maps developed and Mapping Data complied for the MarinMap Project are intended to be available to the Member Agencies for their use in the performance of their duties. The Member Agencies also wish to preserve their right and opportunity to recover the costs of map development and maintenance in the manner authorized by state law.

(1) The MGSA may register the copyright to the maps and other products produced by the MarinMap Project.

(2) Each Member Agency retains the responsibility for and ownership of the Mapping Data it creates. Each member Agency is entitled to retain revenue from the production of value-added products containing Mapping Data developed independently of the MarinMap Project and disseminated directly by the Member Agency.

Section 4.04. California Public Records Act.

(a) Each Member Agency recognizes that the California Public Records Act (California Government Code Sections 6250 et seq.) governs the disclosure of all public records, and that data stored in computers may be public records and subject to mandatory disclosure under said Act. Member Agencies also recognize that the computer software developed by a local agency, including computer mapping systems and computer programs, is not a public record subject to disclosure under the California Public Records Act.

(b) That Member Agencies anticipate that each will receive routine requests for data, including requests for information pertaining to a specific property or permit application, or to a group of properties or applications. If a demand is made on a Member Agency for data that is owned or provided by another Member Agency, and if the demand seems to call for a response beyond that which the Public Records Act requires, the Member Agency receiving the demand shall notify the data provider of this demand.

(c) The Member Agency receiving the demand shall respond as directed by the data provider, provided that the data provider agrees in writing to defend, hold harmless and indemnify the Member Agency receiving the demand. If the data provider refuses to enter into such

an agreement, the Member Agency receiving the demand shall respond to the demand in the manner it deems appropriate. Those parties who do not wish to release data on the grounds that the requested data is not a public record subject to disclosure, agree to pay for all costs of taking such action and agree to be responsible for any resulting litigation costs, including but not limited to attorneys fees.

Section 4.05. Member Qualifications. Member Agencies shall be limited to Local Agencies located within Marin County. The MGSA may enter into data sharing agreements with other agencies of the federal or State government, private enterprise, or private nonprofit corporations upon the recommendation of the Executive Subcommittee and with the approval of the MGSA Board of Directors.

Section 4.06. Indemnification. Each Member Agency shall be solely liable for the negligent acts or omissions of its officers, representatives, agents or employees occurring in the performance of this Agreement. If any Member Agency becomes liable for damages, attorneys fees or any other costs or liabilities caused by its officers, representatives, agents or employees, it shall pay such damages, fees or costs without contribution by the other Member Agencies.

ARTICLE V
GOVERNING STRUCTURE

Section 5.01. The Steering Committee. The Steering Committee shall be advisory to the MGSA Board of Directors and shall be comprised of one representative from each Member Agency. Each Steering Committee representative shall be selected by the City/Town Council, Board of Supervisors or Board of Directors for the Member Agency, and shall be a member of the Member Agency's staff. Steering Committee Members shall serve a two-year term and may be reappointed. A majority of the members of the Steering Committee shall constitute a quorum for purposes of conducting business, and a majority of a quorum shall be authorized to act on behalf of the Steering Committee.

The Steering Committee shall elect, by a majority vote of its members, a Chair and Vice Chair.

Section 5.02. Executive Sub-Committee. Routine administrative matters for the MarinMap Project may be decided by an Executive Sub-Committee. The Executive Subcommittee shall be made up of at least seven, but not more than nine, members and shall be selected by the Steering Committee. Membership shall include the Chair and Vice- Chair of the Steering Committee, one representative each of the County, City of San Rafael, City of Novato, Marin Municipal Water District, special districts (other than MMWD), and two representatives of other cities and towns (other than San Rafael and Novato.) In the event the Chair or Vice-Chair of the Steering Committee represents one of the above Member Agencies, such Member Agency shall not be entitled to a second

representative or the Executive Sub-Committee. A majority of the Executive Subcommittee will constitute a quorum for purposes of conducting business.

Section 5.03. Other Committees. Standing and Ad Hoc Committees maybe established by the Steering Committee as needed.

Section 5.04. Powers of the Steering Committee.

(a) The Steering Committee may make recommendations to the Board of Directors of the MGSA for acquisition of the necessary hardware, software, and licenses necessary to provide and operate a shared Geographic Information System.

(b) (b) The Steering Committee may recommend to the Board of Directors of the MGSA contracts with private companies, individuals, and public agencies to create, implement and operate the shared geographic system and to set fees for data services. The Steering Committee shall not have the power to independently enter into contracts.

(c) The Steering Committee may make recommendations concerning the need to incur debt in order to efficiently provide the services enumerated by this Agreement in compliance with the requirements of the California Government Code and California Constitution.

(d) The Steering Committee shall recommend to the MGSA Board of Directors a fee schedule for data services provided by the MarinMap Project.

(e) The Steering Committee shall recommend to the MGSA Board of Directors an annual budget no later than May 1 of each year.

Section 5.05. Powers of the Executive Sub-Committee. The Executive Subcommittee shall report to the Steering Committee and the MGSA Board of Directors for recommendations regarding routine administration and management of the MarinMap Project, and for the provision of assistance and advice to the Steering Committee and MGSA Board of Directors. The Executive Sub-Committee may exercise such powers and perform such duties and tasks as delegated by the Steering Committee and the MGSA Board of Directors.

Section 5.06. Policies and Procedures. The Board of Directors of the MGSA may adopt from time to time such policies, procedures, by-laws, rules or regulations for the conduct of the MarinMap Project as may be recommended by the Steering Committee.

Section 5.07. Contracts. The Board of Directors of the MGSA may approve contracts with private businesses, individuals, and public agencies to create, implement, maintain and operate the shared Geographic Information System.

Section 5.08. User Fees. The Board of Directors of the MGSA shall by resolution establish fees for data services provided by the MarinMap Project after receiving the recommendation of the Steering Committee.

Section 5.09. Meetings and Reports.

(a) The Steering Committee

(1) The Steering Committee shall hold at least two regular meetings per year.

(2) All meetings of the Steering Committee shall be held subject to the provisions of the Ralph M. Brown Act (California Government Code Sections *54950* et. seq.) and other applicable laws of the State of California requiring that notice be given of meetings held by public bodies.

(3) Minutes of all Steering Committees shall be kept and, as soon as possible after each meeting, be forwarded to each member of the MGSA Board of Directors.

(4) The Chair of the Steering Committee shall cause correspondence to be prepared and delivered as directed by the Steering Committee. The Chair shall represent the MarinMap Project, and the Vice Chair shall serve in his/her absence.

(5) Annually, at minimum, a report on the activities and operations of the MarinMap Project shall be prepared by the Steering Committee and provided to each Member Agency. The report shall be completed prior to January 1 of each year.

(6) The MGSA shall be designated as the keeper of the official records of the MarinMap Project.

(b) The Executive Sub-Committee

(1) The Executive Sub-Committee shall hold at least one meeting each quarter of the year.

(2) Special meetings of the Executive Sub-Committee may be called by the Chair of the Steering Committee, by a majority of the members of the Steering Committee, or at the direction of the Steering Committee.

(3) Minutes of the Executive Sub-Committee meetings shall be kept and, as soon as possible after each meeting, be distributed to members of the Executive Sub-Committee and each member of the Steering Committee.

(c) Other Committee Meetings

(1) Meetings of other ad hoc committees and standing committees, as may be established, may be called by the Chair of the Steering Committee or a majority of the members of the Steering Committee.

(2) Minutes of all meetings will be kept and forwarded to the Chair and Vice Chair of the Steering Committee.

ARTICLE VI
MISCELLANEOUS

Section 6.01. Funding.

(a) The Steering Committee shall recommend an annual budget for adoption by the MGSA Board of Directors within ninety (90) days of the effective date of this Agreement, and no later than May 1 of each succeeding year. Funds may not be disbursed by MGSA on behalf of the MarinMap Project without adoption of the approved budget, and all receipts and disbursements shall be in strict accordance with the approved budget. The budget shall identify the programs of the MarinMap Project and allocate funds by program. The budget and accounting system shall account for direct and overhead costs by program. The Steering Committee shall recommend and the Directors of the MGSA shall allocate these costs for each program with the adoption of the annual budget.

(b) The costs to maintain and develop the Shared Data Warehouse and other commonly held services, equipment, products, and staff shall be divided among the Member Agencies upon the basis of the benefits received. The division or share may be calculated as a simple cost formula or assessment by jurisdictional area, by number of assessor's parcels within the boundaries of a Member Agency, or through a wider base to include other benefit factors. In any case, the intent is that the assessment be made based on the widest possible applicable criteria. Assessments shall be recommended by the Steering Committee and approved by the MGSA Board of Directors. The costs for other incidental products and services provided to Member Agencies will be calculated on a fee-for-service basis. The cost formula shall be recommended by the Steering Committee and fixed by the MGSA Board of Directors. Adjustments shall be recommended from time to time by the Steering Committee, and approved by a majority vote of the MGSA Board of Directors. Fixed costs for incidental products and services will be tiered to reflect Member Agency and Non-Member Agency fees for services.

Section 6.02. Production of Mapping Data. Proceeds from the production of Mapping Data shall be distributed to Member Agencies on a proportional basis according to each Member Agency's data contribution. The formula for the sharing of revenues shall be determined by the MGSA Board of Directors after receiving the recommendation of the Steering Committee. This formula may provide for a portion of such revenues to be allocated to the MarinMap Project. Additionally, a Member Agency may elect to have such proceeds disbursed to it in one or more of the following ways:

(a) Some, or all, of the Member Agency's proportional share of the proceeds may be refunded to the Member Agency through a cash payment to the Member Agency from the MGSA.

(b) Some, or all, of the Member Agency's proportional share of the proceeds may be applied as a credit to the Member Agency's future monetary obligations hereunder and/or some, or all, of the Member Agency's proportional share of the proceeds may be allocated to the MarinMap Project for its activities.

Section 6.03. Treasurer. The Treasurer of MGSA shall serve as the Treasurer for the MarinMap Project.

The Treasurer shall serve as the depository, have custody of all funds and establish and maintain such books, records, funds and accounts as may be required by reasonable accounting practices, and in compliance with California Government Code Section 6505. The books and records pertaining to the MarinMap Project shall be open to inspection at all reasonable times to the Member Agencies and the public.

The Treasurer shall prepare such financial reports as may be requested by the Steering Committee or Executive Sub-Committee and as directed by the MGSA Board of Directors.

The Treasurer shall cause an independent annual audit of the accounts and records by a certified public accountant, in compliance with the requirements of Section 6505 of the California Government Code and generally accepted auditing standards.

MarinMap funds shall be maintained in a trust account and these funds shall not be interspersed with other funds held by the MGSA Treasurer.

Section 6.04. Debts and Liabilities. Except as otherwise provided by Section 4.04(c), no debt, liability or obligation of the MarinMap Project shall constitute a debt, liability or obligation of any Member Agency, and each Member Agency's obligation hereunder is expressly limited only to the appropriation and contribution of such funds as may be levied hereunder for services among the Member Agencies, or on a fee-for-service basis, or as the parties hereto may otherwise agree.

Section 6.05. Effective Date. This Agreement shall become effective when it has been executed by seven (7) Member Agencies.

Section 6.06. Termination. This Agreement shall be terminated by the MGSA Board of Directors upon notice of withdrawal being received from a majority of the Member Agencies. Upon termination, payment of the obligations and division of the property of MarinMap shall be conducted pursuant to Section 6.07.

Section 6.07. Disposition of authority Funds Upon Termination.

(a) In the event of termination of the MarinMap Project as organized and managed under this Agreement, all funds remaining after payment of all obligations of the MarinMap Project shall be transferred to any successor organization or agency designated by the MGSA Board of Directors to carry out the activities and operations of the MarinMap Project.

(b) If there is no successor entity designated by the MGSA Board of Directors to carry on the activities of the MarinMap Project, or assume its obligations, all funds remaining after payment of all obligations shall be distributed to the Member Agencies in proportion to their contribution as approved by the MGSA Board of Directors after receiving the recommendation of the Steering Committee.

(c) If a successor organization or agency undertakes some of the functions of the MarinMap Project, and assumes some of its obligations, all funds remaining after payment of all obligations shall be allocated by the MGSA Board of Directors between the successor organization or agency and Member Agencies after receiving the recommendation of the Steering Committee.

(d) If the MarinMap Project is terminated due to circumstances falling within paragraph (b) or (c) above, the decisions of the MGSA Board of Directors shall be final.

Section 6.08. Amendments. This Agreement may be amended only upon the recommendation of a two-thirds affirmative vote of the Steering Committee and subsequent approval by a majority of the MGSA Board of Directors.

Section 6.09. Withdrawal.

(a) Any Member Agency may withdraw from the MarinMap Project effective July 1 of any year upon ninety (90) days written notice to the MGSA.

(b) If a Member Agency withdraws, its financial obligation shall be limited to its share of costs and liabilities incurred by the MarinMap Project prior to the date its written notice of withdrawal is effective as provided by Section 6.04. Additionally, pursuant to Section 6.02, the

withdrawing Member Agency shall be entitled to proceeds from the production of any Mapping Data by the MGSA on behalf of the MarinMap Project, received prior to the effective date of its written notice of withdrawal. Upon withdrawal, a member Agency may retain one copy of the current core data for its own use, but shall not be entitled to any subsequent base maps, updates or maintenance of the shared Geographic Information System. The withdrawing Member Agency will have no further duty to contribute Mapping Data, but shall continue to be bound by restrictions on the production, dissemination and disposition of Mapping Data to third parties, which shall remain in full force and effect, and which shall survive termination. Except as expressly provided in this Section, a withdrawing Member Agency shall surrender all claims to products, services or other assets developed by the MarinMap Project.

Section 6.10. Default by Member Agency. Failure to adhere to the requirements of this Agreement may result in termination of Member Agency status effective July 1 of any year, upon ninety (90) days prior written notice to the defaulting Member Agency by the Steering Committee, with subsequent approval by the MGSA Board of Directors. The decision to recommend termination of Member Agency status may be made by a majority of the Steering Committee. In the event of termination, the provisions of Section 6.09(b) shall govern.

Section 6.11. Disputes and Arbitration.

(a) The Member Agencies agree that any dispute which arises between or among them involving the interpretation or application of this Agreement, or the rights and remedies of the Member Agencies, which cannot be resolved through discussion shall be subject to mandatory binding arbitration pursuant to California Code of Civil Procedure Section 1280, and shall not be subject to judicial determination except as expressly provided by law.

(b) If a Member Agency wishes to submit a dispute to arbitration, it shall serve a demand for arbitration, setting forth the issues to be arbitrated and the general contentions of the Member Agency on the other Member Agencies. All demands for arbitration shall be served within one year of the event giving rise to the dispute.

(c) The Member Agencies may mutually agree upon an arbitrator. If the Member Agencies cannot agree upon an arbitrator, the Member Agency demanding arbitration shall request a list of arbitrators with prior experience in similar disputes from the San Francisco Office of the American Arbitration Association. Each Member Agency (commencing in alphabetical order) shall alternately strike a name from the list until only one name remains.

Section 6.12. Additional Member Agencies. In addition to the original signatories to this Agreement, any Local Agency within Marin County may become a Member Agency. The addition of any new Member Agency shall become effective upon the execution on behalf of such Local Agency of a counterpart of this Agreement and the delivery of such executed counterpart to the MGSA.

Section 6.13. Notices. Any notice, request, or other communication under this Agreement shall be given by first class mail or personal delivery to the party entitled thereto, or by facsimile transmission or other form of telecommunication. Unless otherwise provided herein, notice shall be effective either: (i) upon transmission by facsimile transmission or other form of telecommunication, provided a telephonic communication of such transmission is provided; (ii) forty-eight (48) hours after deposit in the United States mail, postage prepaid; or (iii) in the case of personal delivery to any person, upon actual receipt.

Section 6.14. Section Headings. All section headings in this Agreement are for convenience of reference only and are not to be construed as modifying or governing the language in the section referred to or to define or limit the scope of any provision of this Agreement.

Section 6.15. Law Governing. This Agreement is made in the State of California under the constitution and laws of the State, and is to be so construed.

Section 6.16. Severability. Should any portion of this Agreement be held by any court of competent jurisdiction to be invalid, unenforceable, void or voidable for any reason whatsoever, the validity and enforceability of the remaining portions shall not be affected thereby.

Section 6.17. Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed to be an original, but all of which together shall constitute one and the same instrument.

Section 6.18. Successors. This Agreement shall be binding upon and shall inure to the benefit of the successors of the respective Member Agencies.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed and attested by their proper officers thereunto duly authorized on the respective dates shown below.

Date: _____, 2007 MARIN GENERAL SERVICES AUTHORITY

By: _____
Chairperson

COUNTY OF MARIN

By: _____
President of the Board of Supervisors

CITY OF BELVEDERE

By: _____
Mayor

TOWN OF CORTE MADERA

By: _____
Mayor

TOWN OF FAIRFAX

By: _____
Mayor

CITY OF LARKSPUR

By: _____
Mayor

CITY OF MILL VALLEY

By: _____
Mayor

CITY OF NOVATO

By: _____
Mayor

TOWN OF ROSS

By: _____
Mayor

TOWN OF SAN ANSELMO

By: _____
Mayor

CITY OF SAN RAFAEL

By: _____
Mayor

CITY OF SAUSALITO

By: _____
Mayor

TOWN OF TIBURON

By: _____
Mayor

MARIN MUNICIPAL WATER DISTRICT

By: _____
President of the Board of Directors

MARIN LOCAL AGENCY FORMATION COMMISSION

By: _____
Chairperson

SEWERAGE AGENCY OF SOUTHERN MARIN

By: _____
President of the Board of Directors

TRANSPORTATION AUTHORITY OF MARIN

By:_____

Title:_____

Exhibit A

Data to Be Shared

1. Survey control monuments
2. Digital orthophotos
3. Contours (elevations) associated with Digital orthophotos
4. Surveys used to create parcel boundaries
5. Street (pavement) centerlines and attribute data as contained in the Census Bureau TIGER file
6. Streams, creeks and water bodies with attribute data
7. Government boundaries
8. Graphic representation of physical infrastructure used to provide
9. public services
10. Location of hazardous materials
11. 2000 Census Data
12. Any other data as deemed appropriate by the Steering Committee

Amendment Number 1 - JEPA

Amendment Number 1
MarinMap Joint Exercise of Powers Agreement
Marin General Services Authority Board of Directors
Approved by Resolution 2014 – 04, March 13, 2014

A) New Membership Language

1) Section 1.01, Definitions: "Independent Fire District Member" means a Special District organized under the laws of the state of California whose primary purpose is to provide fire protection. An Independent Fire District Member possesses all the rights and obligations of Member Agencies in the Agreement except that all of the Independent Fire District members shall have only one vote on the Steering Committee and the annual fee as determined by the MGSA Board of Directors shall take this limitation in participation in the Steering Committee into account in setting the annual fee."

2) Section 5.01, new last sentence: "Notwithstanding the foregoing, all the Independent Fire District Members shall have cumulatively only one representative on the Steering Committee."

3) Section 6.12, new last sentence: "Additionally, there is a class of membership for Independent Fire Districts with limited participation on the Steering Committee."

B) Administrative Revisions

1) Section 2.04, Strategic Initiatives, delete the strikeout:
(c) Centerline Data Files. Centerline Data Files aligned with digital orthophotography ~~enhancement and maintenance of the 1999 Census TIGER Files~~, by improving coordinate accuracy-using street Centerline Data Files.

2) Section 3.03. Specific Services, delete the strikeout:
(d) Provide access to ~~TIGER~~ Street Centerline Files, which provide address data and other data attributable to a street system.

3) Section 5.01 The Steering Committee, add the bold underline:
The Steering Committee shall be advisory to the MGSA Board of Directors and shall be comprised of one representative from each Member Agency. Each Steering Committee representative shall be selected by the City/Town **Manager, City/Town** Council, Board of Supervisors or **executive officer or** Board of Directors for the Member Agency, and shall be a member of the Member Agency's staff. Steering Committee Members shall serve a two-year term and may be reappointed. A majority of the members of the Steering Committee shall constitute a quorum for purposes of conducting business, and a majority of a quorum shall be authorized to act on behalf of the Steering Committee.

4) Section 5.02. Executive Sub-Committee, amend per below:

Routine administrative matters for the MarinMap Project may be decided by an Executive Sub-Committee. The Executive Subcommittee shall be made up of at least seven, but not more than nine, members and shall be selected by the Steering Committee. Membership shall include the Chair and Vice- Chair of the Steering Committee, one representative each of the County, City of San Rafael, City of Novato, Marin Municipal Water District, ~~special districts (other than MMWD), and two representatives of other cities and towns (other than San Rafael and Novato.)~~ **and at least two representatives of Marinmap member agencies, no less than two of which shall be from cities or towns (other than San Rafael and Novato).**

5) Section 5.09. Meetings and Reports, change below minimum number of Steering Committee meetings:
(a) The Steering Committee
(1) The Steering Committee shall hold at least ~~two~~ **one** regular meetings per year.

C) All other terms of the MarinMap Joint Exercise of Powers Agreement remain unchanged.

ATTACHMEMNTS

- MGSA Resolution 2014-04 Approving Amendment 1 to the MarinMap JEPA.
- MarinMap Steering Committee Minutes of March 6, 2014, Recommending Approval of Amendment 1 to the MarinMap JEPA

Appendix C

County of Marin/MarinMap Technical Services Contract

COUNTY OF MARIN

COMMUNITY DEVELOPMENT AGENCY
PLANNING DIVISION

June 16, 2015

Brian C. Crawford
DIRECTOR

Thomas Lai
ASSISTANT DIRECTOR

Marin County Civic Center
3501 Civic Center Drive
Suite 308
San Rafael, CA 94903
415 473 6269 T
415 473 7880 F
415 473 2255 TTY
www.marincounty.org/plan

Board of Supervisors
County of Marin
3501 Civic Center Drive
San Rafael, California 94903

APPROVED
JUN 16 2015
MARIN COUNTY
BOARD OF SUPERVISORS

SUBJECT: Marin General Services Authority contract with County of Marin

Dear Board Members:

RECOMMENDATION: Approve contract with Marin General Services Authority and authorize Board President to execute contract

SUMMARY: The Marin General Services Authority contracts with the County of Marin to provide business and technical services to its MarinMap project. For an amount not to exceed $60,000 per year, County staff provide computer infrastructure, database management, data development, GIS applications, training, web site maintenance, business advice and technical advice. The contract is automatically renewed unless either party chooses to terminate under the provisions of the Termination clauses. The County has been providing these services since 2003.

FISCAL/STAFFING IMPACT: The County of Marin will receive up to $60,000 per year annually as reimbursement for providing services to the MarinMap program.

REVIEWED BY:

☐ Auditor Controller	☐ N/A
X County Counsel	☐ N/A
☐ Human Resources	☐ N/A

Respectfully Submitted,

Brian Crawford
Director

Fred Vogler
Manager
Geographic Information Systems

Attachments:
1. Marin General Services Authority contract
2. County of Marin self-insurance declaration

CA-26

MARIN GENERAL SERVICES AUTHORITY
PROFESSIONAL SERVICES CONTRACT
MarinMap Technical Services

THIS AGREEMENT is made and entered into this 16th day of JUNE, 2015, by and between the **MARIN GENERAL SERVICES AUTHORITY**, hereinafter referred to as "Authority" and County of Marin, hereinafter referred to as "County."

RECITALS:

WHEREAS, Authority desires to retain County to provide services as set forth in attached "Exhibit A- Scope of Services."

WHEREAS, County warrants that he/she is qualified and competent to render the aforesaid services;

NOW, THEREFORE, for and in consideration of the agreement made, and the payments to be made by Authority, the parties agree to the following:

1. SCOPE OF SERVICES:

County agrees to provide all of the services described in Exhibit "A," attached hereto and by this reference made a part hereof.

2. FEES:

The fees for furnishing services under this Contract shall be up to $60,000 per fiscal year unless otherwise approved. Said fees shall remain in effect for the entire term of the contract. The term of this contract is one year commencing on July 1, 2015, and shall renew automatically unless terminated.

3. PAYMENT:

The fees for services under this Contract shall be due as set forth in Section 2 above, upon receipt by Authority of an invoice covering the service(s) rendered. The source of funding by the Authority for this work shall be: the Marin General Services Authority Fund, 70060.

4. WORKER'S COMPENSATION:

The County acknowledges that it is aware of the provisions of the Labor Code of the State of California which require every employer to be insured against liability for worker's compensation or to undertake self-insurance in accordance with the provisions of that Code, and it certifies that it will comply with such provisions before commencing the performance of the work of this Contract. If County has employees, a copy of the certificates evidencing such insurance shall be provided to Authority prior to commencement of work.

5. INSURANCE:

BOS ATTACHMENT #1

Where the services to be provided under this Contract involve or require the use of any type of vehicle by County in order to perform said services, County shall provide comprehensive business or commercial automobile liability coverage including non-owned and hired automobile liability in the amount of $300,000.00. Said policies shall remain in force through the life of this Contract and shall be payable on a "per occurrence" basis unless Authority specifically consents to a "claims made" basis. The insurer shall supply a certificate of insurance with endorsements signed by the insurer evidencing such insurance to Authority prior to commencement of work, and said certificate with endorsement shall provide for ten (10) day advance notice to Authority of any termination or reduction in coverage.

Failure to provide and maintain the insurance required by this contract will constitute a material breach of the agreement. In addition to any other available remedies, Authority may suspend payment to the County for any services provided during any time that insurance was not in effect and until such time as the County provides adequate evidence that County has obtained the required coverage.

6. NONDISCRIMINATORY EMPLOYMENT:

County and/or any permitted subcontractor shall not unlawfully discriminate against any individual based on race, color, religion, nationality, sex, sexual orientation, age or condition of disability. County and/or any permitted subcontractor understands and agrees that County and/or any permitted subcontractor is bound by and will comply with the nondiscrimination mandates of all Federal, State and local statutes, regulations and ordinances.

7. SUBCONTRACTING:

The County shall not subcontract nor assign any portion of the work required by this Contract without prior written approval of the Authority except for any subcontract work identified herein.

8. ASSIGNMENT:

The rights, responsibilities and duties under this Contract are personal to the County and may not be transferred or assigned without the express prior written consent of the Authority.

9. LICENSING AND PERMITS:

The County shall maintain the appropriate licenses throughout the life of this Contract. County shall also obtain any and all permits, which might be required by the work to be performed herein.

10. BOOKS OF RECORD AND AUDIT PROVISION:

County shall maintain on a current basis complete books and records relating to this Contract. Such records shall include, but not be limited to, documents supporting all

bids, all income and all expenditures. The books and records shall be original entry books with a general ledger itemizing all debits and credits for the work on this Contract. In addition, County shall maintain detailed payroll records including all subsistence, travel and field expenses, and canceled checks, receipts and invoices for all items. These documents and records shall be retained for at least five years from the completion of this contract. County will permit Authority to audit all books, accounts or records relating to this Contract or all books, accounts or records of any business entities controlled by County who participated in this Contract in any way. Any audit may be conducted on County's premises or, at Authority's option; County shall provide all books and records within a maximum of fifteen (15) days upon receipt of written notice from Authority. County shall refund any moneys erroneously charged. If Authority ascertains that it has been billed erroneously by County for an amount equaling 5% or more of the original bid, County shall be liable for the costs of the audit in addition to any other penalty to be imposed.

11. TIME OF AGREEMENT:

The term of this contract is one year commencing on July 1, 2015, and shall renew automatically unless terminated.

12. TITLE:

It is understood that any and all documents, information and reports concerning this project prepared by and/or submitted to the County, shall be the property of the Authority. The County may retain reproducible copies of drawings and copies of other documents. In the event of the termination of this Contract, for any reason whatever, County shall promptly turn over all information, writing and documents to Authority without exception or reservation.

13. TERMINATION:

A. If the County fails to provide in any manner the services required under this Contract or otherwise fails to comply with the terms of this Contract or violates any ordinance, regulation or other law, which applies to its performance herein, the Authority may terminate this Contract by giving five (5) calendar days written notice to the party involved.

B. The County shall be excused for failure to perform services herein if such services are prevented by acts of God, strikes, labor disputes or other forces over which the County has no control.

C. Either party hereto may terminate this Contract for any reason by giving six (6) months written notice to the other parties. Notice of termination shall be by written notice to the other parties and be sent by registered mail.

D. In the event of termination not the fault of the County, the County shall be paid for services performed to the date of termination in accordance with the terms of this Contract.

14. RELATIONSHIP BETWEEN THE PARTIES:

It is expressly understood that in the performances of the services herein, the County, and the agents and employees thereof, shall act in an independent capacity, as an independent County, and not as officers, employees or agents of the Authority. County shall be solely responsible to pay all required taxes, including but not limited to, all withholding social security, and worker's compensation.

15. AMENDMENT:

This Contract may be amended or modified only by written agreement of all parties.

16. ASSIGNMENT OF PERSONNEL:

The County shall not substitute any personnel for those specifically named in its proposal unless personnel with substantially equal or better qualifications and experience are provided, acceptable to Authority, as is evidenced in writing.

17. JURISDICTION AND VENUE:

This Contract shall be construed in accordance with the laws of the State of California and the parties hereto agree that venue shall be in Marin County, California.

18. INDEMNIFICATION:

County agrees to indemnify, defend, and hold Authority harmless from any and all liabilities including, but not limited to, litigation costs and attorney's fees which it may incur as a consequence of this Contract and from any and all claims and losses to anyone who may be injured or damaged by reason of County's willful misconduct or negligent performance of this Contract.

19. COMPLIANCE WITH APPLICABLE LAWS:

The County shall comply with any and all federal, state and local laws affecting the services covered by this Contract.

20. NOTICES:

This contract shall be managed and administered on Authority's behalf by the party set forth below. All invoices shall be submitted and approved by this party and all notices shall be given to Authority at the following location:

Executive Officer
Marin General Services Authority
555 Northgate Drive
San Rafael, CA 94903

Notices shall be given to County at the following address:

Frederick E. Vogler
Community Development Agency

3501 Civic Center Drive, Room 308
San Rafael, CA 94903

IN WITNESS WHEREOF, the parties hereunto have executed this Contract on the date first above written.

APPROVED AS TO FORM:
GENERAL COUNSEL AUTHORITY:

By: _____

APPROVED BY:
MARIN GENERAL SERVICES

By: _____
Paul Berlant, Executive Officer

COUNTY:

By: _____
Name: Name KATIE RICE, PRESIDENT
Federal Tax I.D.:
Telephone No.:

EXHIBIT "A"- SCOPE OF SERVICES

Part One-Services

Business Operations Management

- Draft work programs for MarinMap Committees; monitor performance of committees in completing work program
- Monitor performance in completing Service Level Agreements.
- Write business requirements for GIS applications in consultation with MarinMap members, Analysts and Applications programmer
- Write Matrix GIS Team proposals for MarinMap projects (with staff consultation)
- Direct member queries to the appropriate Matrix Team staff or other resource for a response.

Technical Assistance

- Provide technical assistance to and answer questions for MarinMap members regarding standard GIS software and applications used by members (e.g. ESRI ArcView, Microsoft SQL-Server, and ESRI Spatial Data Engine). NOTE: MarinMap members should first take ESRI-authorized training in ESRI software prior to being eligible for ESRI product-specific technical assistance. Team may facilitate ESRI training in Marin if a sufficient number of members are interested. Also NOTE: technical support will be limited to Matrix GIS Team expertise. Matrix GIS Team will not be expected to learn new content in order to answer a question, but reserves the option to learn new content.
- Teach members how to connect to servers
- Answer questions regarding MarinMap data

Data Development

Plus out-sourcing as needed

- Capture (e.g. digitize) and update member spatial and attribute data.

Data Integration

- Review all spatial and attribute data for conformance with MarinMap standards
- Quality assure/quality control data before loading into database in accordance with MarinMap standards.

Training

To be determined

- Teach members how to use MarinMap Internet-based applications

Applications Programming

- Design and program user interface software for query and update of data in MarinMap database (MarinMap standard software only)

- Evaluate performance of applications; recommend improvements, if any
- Recommend ideas for applications

Web site

Plus out-sourcing as needed

- Design and configure user interface, pages and relations (links)
- Evaluate utility, performance and appropriateness of site through user testing and solicitation of feedback from member staff
- Recommend ideas in order to meet user requirements

Database Administration

- Design data models in consultation with Business Operations Manager and MarinMap Standards Committee
- Load new data into production database
- Monitor and performance-tune production database
- Assign permissions to database

Infrastructure Management

IST Server Group (various individuals)

- Deploy MarinMap application and data servers.
- Assign and enforce security
- Connect members to server and monitor connections

Part Two-Personnel

Business Operations Management
Fred Vogler 473-6286, fvogler@marincounty.org

Technical Assistance
Frank Godino 473-2998, fgodino@marincounty.org
Chris Edwards 473-2997 cedwards@marincounty.org
Fred Vogler 473-6286, fvogler@marincounty.org
Dennis Healey 473-4053 dhealey@marincounty.org
Mehmet Cuhadaroglu 473-3218 mcuhadaroglu@marincounty.org

Data Development
Dennis Healey 473-4053 dhealey@marincounty.org
Fred Vogler 473-6286, fvogler@marincounty.org
Mehmet Cuhadaroglu 473-3218 mcuhadaroglu@marincounty.org

Data Integration
Chris Edwards 473-2997 cedwards@marincounty.org
Fred Vogler 473-6286, fvogler@marincounty.org

Applications Programming
Frank Godino 473-2998, fgodino@marincounty.org
Mehmet Cuhadaroglu 473-3218 mcuhadaroglu@marincounty.org
Fred Vogler 473-6286, fvogler@marincounty.org

Web site
Frank Godino 473-2998, fgodino@marincounty.org
Brad Starks bstarks@marincounty.org

Database Administration
Chris Edwards 473-2997 cedwards@marincounty.org
Frank Godino (when Chris is out of the office) 473-2998, fgodino@marincounty.org

Infrastructure Management
Chris Edwards 473-2997 cedwards@marincounty.org
Kelly McCubbin 473-2945 kmccubbin@marincounty.org
Fred Vogler 473-6286, fvogler@marincounty.org

COUNTY OF MARIN

OFFICE OF THE
COUNTY ADMINISTRATOR

Matthew H. Hymel
COUNTY ADMINISTRATOR

Marin County Civic Center
3501 Civic Center Drive
Suite 325
San Rafael, CA 94903
415 473 6358 T
415 473 4104 F
CRS Dial 711
www.marincounty.org/coo

May 28, 2015

Marin General Services Authority
555 Northgate Drive
San Rafael, CA 94903

RE: Pursuant to terms and conditions set forth in the Agreement between County of Marin and MGSA for services associated with MarinMap and Matrix-Pro operations

County of Marin Certificate of Self-Insurance

To Whom It May Concern:

The County of Marin is self-insured for casualty losses from the following exposures up to the amounts listed:

• Bodily Injury, Personal Injury, Third Party Property Damage	$1,000,000 per occurrence
• Public Officials Errors & Omissions	$1,000,000 per occurrence
• Auto Liability	$1,000,000 per occurrence
• Medical Malpractice Liability	$ 10,000 per event
• Workers' Compensation	$ 1,000,000 each accident

It should be expressly understood that the intent of the insurance evidenced herein follows the policies and regulations of the County of Marin that do not permit any assumption of liability which does not result from and is not caused by the negligent acts or omissions of its officers, agents, employees or other persons under its direction and control. Any indemnification or hold harmless clause with broader provisions than required under such policies and regulations shall invalidate this certificate.

Should you have any questions regarding the County's self-insurance program, please contact me.

Very truly yours,

Karol Hosking

Karol Hosking, ARM
Risk Manager
415-473-6445
khosking@marincounty.org

BOS ATTACHMENT #2

GEOGRAPHIC TECHNOLOGIESGROUP®

Beyond Location Intelligence

Product of:

Geographic Technologies Group

www.geotg.com

919.759.9214

Move Forward Strategy Report

Marin General Services Authority - MarinMap

Geographic Information System Services

GEOGRAPHIC TECHNOLOGIESGROUP®
Beyond Location Intelligence

888.757.4222

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definition of ACRONYMS

- **AGOL –** ArcGIS Online
- **Esri –** Environmental Systems Research Institute
- **FGDB –** File geodatabase (.fgdb) – used in Esri software
- **GIS** – Geographic Information System
- **GTG** – Geographic Technologies Group, Inc.®
- **IST –** Information Systems and Technology
- **JEPA** – Joint Exercise of Powers Agreement
- **LAFCo** – Local Agency Formation Commission
- **MDB –** Microsoft Access database file (.mdb)
- **MGSA** – Marin General Services Authority
- **MMA –** Marin Manager's Association
- **MMWD –** Marin Municipal Water District
- **MPWA –** Marin Public Works Association
- **SDE –** Spatial Database Engine
- **SQL –** Structured Query Language
- **VOC** – Voice of the Customer

Executive Summary

Overview and Current State

MarinMap, administered through the Marin General Services Authority (MGSA), is a regional GIS collaboration that provides shared spatial data tools and services to support the operational and planning needs of Marin County's public agencies. Formed under a Joint Exercise of Powers Agreement (JEPA), MarinMap has long served as a centralized GIS platform, enhancing emergency response coordination, promoting data sharing, and improving access to geographic information for both member agencies and the public.

While the program continues to offer value, a number of structural and operational challenges have emerged. These include unclear lines of responsibility, aging infrastructure and software, inconsistencies in data governance, and a vaguely defined funding model. Over time, member agency reliance on Marin County's Information Services and Technology (IST) Department has created service bottlenecks and operational inefficiencies. In light of these trends, MarinMap should modernize its governance, technical, and financial frameworks to remain effective and sustainable in the years ahead.

Strategy Purpose and Goals

This document is a *Move Forward Strategy* designed to position MarinMap for long-term sustainability by realigning governance, clarifying stakeholder roles, modernizing technical systems, and establishing a resilient financial model.

The primary goals of the strategy include:

- Enhancing governance to promote accountability and inclusive decision-making
- Defining the roles of MarinMap, MGSA, and Marin County through updated, modernized agreements that reflect actual operations.
- Improving data governance and standardization across jurisdictions

- Transitioning MarinMap's infrastructure to ArcGIS Online (AGOL) and ArcGIS Hub Premium
- Establishing a fair and sustainable funding model
- Supporting leadership continuity through structured succession planning
- Sustainability through training and awareness

Key Findings

Based on the GIS Needs Assessment, the following critical challenges were identified:

- **Governance Structure Gaps**
  Although the roles of MarinMap, MGSA, and the County are delineated in the JPA and Professional Services Contract, they are not being strictly adhered to. The Executive Sub-Committee has assumed a more prominent decision-making role than originally intended, leading to less formal operations.
- **Data Governance and Quality**
  Many member agencies lack standardized procedures for updating or maintaining GIS data. Metadata is inconsistently applied, and outdated datasets have impacted data accuracy and usability.
- **Technical Infrastructure Constraints**
  MarinMap's infrastructure currently depends on County-managed systems, including servers that host the SQL database and Geocortex applications. As the County phases out support for Geocortex, the transition to AGOL in progress is endorsed.
- **Funding Model Imbalances**
  The existing tiered membership model does not reflect actual usage or support needs. Some agencies receive significant support while contributing less financially, and one member has expressed concern about cost-benefit alignment.
- **Leadership Continuity Concerns**
  The Program Director role lacks a formal succession plan and has limited capacity to support growing program needs. If the program expands beyond current services, this limited capacity presents risks to operational stability and

long-term leadership continuity. If the program continues without change, the current level of Program Director support should be adequate.

Summary of Recommendations

To address these challenges and support future growth, the following recommendations are proposed:

- **Governance Improvements**
  Reaffirm the governing structure of the Steering Committee as the primary advisory body. Reaffirm the Steering Committee and Executive Sub-Committee representatives and reiterate the need for participation (to constitute a quorum). Refocus the Executive Sub-Committee on routine administrative matters.
- **Data Governance Framework**
  Establish standardized data-sharing agreements, enforce metadata requirements, and implement regular data update protocols to improve quality and consistency.
- **Technology Modernization**
  Migrate MarinMap's GIS environment from County-hosted servers to ArcGIS Online and ArcGIS Hub Premium. Expand internal technical capacity by adding a GIS Technician-level contractor to support data updates, training, and ongoing system maintenance.
- **Sustainable Funding Model**
  Review the membership fee structure and identify potential improvements that can be applied to support the members' needs. Explore supplemental funding through grants and regional cost-sharing initiatives. Maintain the existing reserve fund to support future maintenance and operational needs.
- **Leadership and Succession Planning**
  Reevaluate the Program Director role to reflect current demands as needed. Develop a succession plan that includes onboarding procedures, knowledge transfer documentation, and phased leadership transitions.

MarinMap remains a critical asset for GIS collaboration in Marin County. However, to maintain its relevance and effectiveness, the program must modernize. The Move

Forward Strategy provides a comprehensive path to strengthen governance, update infrastructure, and build long-term operational resilience. Through strategic realignment and reinvestment, MarinMap can continue to serve as a foundational GIS resource for its member agencies and the broader community.

Existing Conditions

Current Operations

MarinMap is a collaborative regional Geographic Information System (GIS) program operating under the Marin General Services Authority (MGSA). Established through a Joint Exercise of Powers Agreement (JEPA), MarinMap was created to facilitate the shared development and maintenance of GIS data and applications among municipalities, special districts, and public agencies in Marin County. By centralizing GIS services, MarinMap aims to reduce costs, improve emergency response coordination, enhance infrastructure planning, and increase public access to geographic information.

MGSA oversees MarinMap's governance, funding, and operations, ensuring that the program aligns with the needs of its member agencies. However, over time, ambiguities in roles and responsibilities, technological challenges, and waning participation have emerged, necessitating a comprehensive review and strategic restructuring.

GIS for Regional Coordination and Decision-Making

GIS is a critical tool for regional coordination, enabling municipalities and agencies to manage geographic data, analyze trends, and make informed decisions. By integrating spatial data from multiple sources, regional GIS supports a wide range of public services, including:

- **Emergency Response & Disaster Management**: GIS enhances coordination between agencies during natural disasters, wildfires, and other emergencies by providing real-time mapping of critical infrastructure and vulnerable areas.
- **Infrastructure & Public Works Planning**: Shared GIS data allows municipalities to align capital improvement projects, reducing redundancies and minimizing disruptions.
- **Land Use & Environmental Planning**: GIS supports zoning regulations, conservation efforts, and climate resilience planning by visualizing land use patterns and environmental impact assessments.

- **Public Transparency & Accessibility**: Web-based GIS applications provide the public with easy access to property information, infrastructure projects, and environmental data, promoting community engagement.

While MarinMap has historically played a vital role in providing support for these services, its effectiveness has been hindered by outdated infrastructure, governance inefficiencies, and inconsistent data management. Addressing these issues is crucial to maintaining MarinMap's role as a regional GIS leader.

Methodology

To develop an effective move-forward strategy, MGSA enlisted Geographic Technologies Group, Inc.® (GTG) to conduct a GIS Needs Assessment. This assessment was structured into four key tasks:

1. **Educational Webinar** – GTG conducted a webinar for MarinMap stakeholders to provide an overview of modern GIS capabilities, identify potential areas for improvement, and align expectations regarding MarinMap's future.

2. **Voice of the Customer (VoC) Survey** – An online questionnaire was distributed to stakeholders to gather feedback on MarinMap's current services, challenges, and future needs. The results provided valuable insights into user experiences and expectations.

3. **Stakeholder Interviews** – One-on-one interviews were conducted with key MarinMap stakeholders, including the Executive Subcommittee, the Program Director, Marin County IST, and representatives from various municipalities. These discussions identified specific governance, funding, and technology concerns.

4. **GIS Needs Assessment** – The findings from the survey and interviews were compiled into a comprehensive report, highlighting key challenges and recommendations for improving MarinMap's governance, infrastructure, and funding sustainability.

Based on these findings, this Move-Forward Strategy was developed to address MarinMap's challenges and provide a roadmap for enhancing governance, modernizing technology, improving data governance, and ensuring long-term

financial stability. This strategy prioritizes clear governance structures and efficient resource allocation between Marin County and MGSA to define roles and responsibilities.

The following sections outline the key areas for improvement and provide actionable recommendations to strengthen MarinMap's ability to serve its member agencies and the broader community.

Existing Governance and Challenges

MarinMap was established under a Joint Exercise of Powers Agreement (JEPA) to enable local governments, special districts, and public agencies within Marin County to collaborate around a shared Geographic Information System (GIS). The JEPA outlines a cooperative governance framework designed to reduce redundancy, pool technical resources, and enhance spatial data accessibility across the region. Oversight of the agreement is administered by the Marin General Services Authority (MGSA), which is responsible for budget approvals, contract management, and high-level program guidance.

Roles and Responsibilities of MGSA, Marin County, and Member Agencies

MGSA

MGSA serves as the administrative backbone of MarinMap. It is responsible for ensuring program alignment with regional GIS needs, approving annual budgets, and supporting policy development. MGSA also convenes the Steering Committee and Executive Subcommittee, which provide program-level guidance and operational input.

Marin County IST

The County's Information Services and Technology (IST) Department initially provided foundational technical support, including server hosting and GIS infrastructure management. Over time, the County's involvement has shifted, and while it currently still hosts MarinMap infrastructure and offers the same level of support, it would like to clarify its maintenance as being for MarinMap, rather than supporting all members'

GIS needs. The amount of payment from MarinMap and the services provided needs to be evaluated.

Member Agencies

Participating agencies contribute annual dues and data while using MarinMap's GIS resources to support planning, emergency response, and public service delivery. Engagement levels vary; larger agencies with internal GIS capabilities manage their data, whereas smaller jurisdictions depend more heavily on shared services. These disparities have created inconsistencies in data maintenance, support expectations, and governance participation.

Current Governance Challenges

The cooperative model established by the JEPA has delivered measurable value but has also, over time, developed structural weaknesses that impact operational effectiveness. The following key challenges were identified in the GIS Needs Assessment:

1. Ambiguity in Roles and Responsibilities

- The division of responsibilities between MGSA, Marin County, MarinMap, and its member agencies is not clearly defined.
- Support roles have evolved informally, resulting in ad hoc decisions and service delivery gaps.
- Smaller agencies continue to treat Marin County IST as a general GIS helpdesk, rather than the MarinMap helpdesk, despite the County's reduced support capacity. However, IST gently deflects or alerts the MarinMap Program Director or contractor when a support need is actually for the member's own GIS or data management, meaning the non-MarinMap requests are not creating more work except to forward to the appropriate team. This lack of awareness of the proper method to request assistance causes confusion and inefficiency in receiving timely support.

2. Decision-Making Limitations

- The Steering Committee, originally tasked with strategic oversight and budget approvals, has seen decreased participation and less frequently convened meetings.
- Operational decision-making, like the proposed budget and determining projects to be performed within the project budget scope, has shifted to the Executive Subcommittee, a body originally intended for routine administrative matters, such as day-to-day operations.
- Despite multiple opportunities to comment, budget and project decisions are frequently made without broad input, due to a lack of member participation, reducing transparency and stakeholder alignment.

3. Program Leadership Constraints

- The Program Director position is part-time under a professional services contract, with administrative and managerial services defined, supporting coordination and communication across the MarinMap consortium, but with no direct authority over technical operations or data management.
- Originally scoped at eight hours per week, the Program Director's current time allocation has diminished to just two hours per week, due to fewer new projects and endeavors being requested. The reduction in hours may limit availability for strategic planning, outreach, advocacy, and program development.
- No formal succession plan exists for the Program Director role, creating risks to leadership continuity and institutional knowledge retention.

4. Technical Support and Resource Limitations

The GIS contractor fulfills technical requests as required. While there are no time restrictions aside from budget constraints, the contractor is usually assigned particular duties and does not supply comprehensive GIS support to every member agency.

5. Financial Structure and Resource Allocation

- Some members have concerns about membership value.

Program Leadership and Decision-Making Structure

MarinMap's operational and governance framework relies on a combination of part-time contracted roles and interagency committees to provide administrative coordination, technical support, and program oversight. While this structure has enabled regional collaboration over time, the evolving complexity of MarinMap's needs now requires a clearer definition of roles and a more deliberate decision-making process.

Program Director and GIS Contractor Roles

The Program Director is a part-time independent contractor position retained by MGSA who serves as MarinMap's primary administrative coordinator, responsible for organizing stakeholder meetings, facilitating policy discussions, preparing and administering the budget, and managing communications between MGSA, member agencies, and the County.. However, as this is a part-time position with an average commitment of only two hours per week, the Director's ability to contribute to long-term planning, strategic direction, or system modernization initiatives is inherently constrained.

The part-time GIS Analyst-level contractor provides essential technical services, including data updates, map creation, and system maintenance. While the analyst fulfills data requests and supports GIS operations, the limited number of hours allocated to the role to date has resulted in delays for projects and support tasks. Their hours are limited by the amount budgeted, which is based on historic needs and evaluated annually. Smaller agencies, which often lack internal GIS capacity, have become increasingly reliant on MarinMap or the County for assistance, straining resources and complicating expectations.

Together, these staffing limitations have contributed to inconsistent service delivery, unclear support boundaries, and growing demand for more structured technical oversight. To remain responsive, proactive, and sustainable, MarinMap may require expanded contractor capacity and updated role definitions that reflect current and future operational needs.

Governance and Decision-Making Bodies

The MGSA Board of Directors is the authoritative body governing MarinMap. MarinMap's formal governance structure consists of two key bodies: the Steering Committee and the Executive Sub-Committee. The Steering Committee makes recommendations to the MGSA. The Executive Sub-Committee can only advise, except for how to spend project monies. Each plays an important role in shaping the program's strategic and operational direction; however, the balance of responsibilities between them has shifted in ways that reduce oversight and transparency.

Steering Committee

Composed of representatives from each member agency, the Steering Committee was originally tasked with recommending an annual budget and making recommendations to the MGSA Board. In practice, their role has diminished by the reality of poor participation and the bulk of the budget work being done by the Program Director and Executive Sub-Committee, resulting in a reactive rather than proactive approach to program planning.

Executive Subcommittee

Intended to recommend routine administration and management of MarinMap, the Executive Sub-Committee has increasingly assumed governance-level responsibilities, including recommendation of project budgets, lower-level technical matters, and approval of program initiatives. Although the Steering Committee may delegate powers, duties, and tasks, this shift has occurred without formal realignment of its scope, leading to decisions being made with limited stakeholder input. As a result, broader agency engagement and participation have declined.

In conclusion, this imbalance in governance, combined with unclear staffing responsibilities, has created inefficiencies that limit MarinMap's ability to scale, respond to member needs, or implement strategic improvements.

Move Forward Strategy

Governance and Leadership Continuity

MarinMap's long-standing success is rooted in collaboration among its member agencies. However, as the program has matured, the governance structure that once served it well has become less defined, creating challenges in transparency, decision-making, and leadership continuity. To maintain momentum and effectively respond to evolving needs, MarinMap must clarify governance roles, strengthen leadership capacity, and ensure long-term organizational sustainability.

Clarifying Governance Roles and Responsibilities

As discussed above, the relationship between the Steering Committee and the Executive Sub-Committee has shifted over time, leading to blurred lines of authority, partly due to the same representatives serving on both committees. The Steering Committee is largely inactive, and its reactivation may not be feasible, warranted, or well-received. The Executive Sub-Committee fills this gap and should be empowered.

Steering Committee

To improve accountability, the Steering Committee should be re-empowered as the primary governing body by reiterating its responsibilities related to recommending hardware/software, contracts, debt, fee schedule, and budgeting to the MGSA Board of Directors.

Executive Sub-Committee

As stated in the JEPA Section 5.05, the Executive Sub-Committee may exercise such powers and perform such duties and tasks as delegated by the Steering Committee and the MGSA Board of Directors. In that light, the present powers, tasks, and duties of the Executive Sub-Committee should be formally delegated in the minutes of a Steering Committee meeting (or other vehicle) to include its current responsibilities, such as budget recommendations, day-to-day operations, and project initiative approval, as well as additional duties for stakeholder engagement, products and services recommendations, and standards.

In effect, the Steering Committee would serve as a compulsory pass-through for recommendations from the Executive Sub-Committee to the MGSA Board of Directors.

Marin County IST

Additionally, reviewing and updating the contract between Marin County and MGSA is necessary to clarify responsibilities related to infrastructure support, data hosting, and technical services. Historically, the County's Information Services and Technology (IST) Department has provided critical support. If MarinMap transitions toward a more autonomous operating model, this agreement will ensure service expectations are defined and mutually understood. A migration to ArcGIS Online and ArcGIS Hub Premium, as recommended by the County, would be a shift in processes, but the same responsibilities the members have currently. User training associated with this move would be imperative. (See Training and Awareness below.)

Member Agencies

The recommended adjustments to member responsibilities focus on strengthening governance, improving data governance, and supporting MarinMap's modernization. Members should:

- reaffirm the Steering Committee as the primary recommendation-making body,
- ensure consistent participation in both committees through primary and alternate representatives, and
- require formal onboarding and annual governance reviews.

Data responsibilities should be clarified through standardized sharing agreements, updating schedules, metadata requirements, and participation in a new Regional Data Governance Sub-Committee, with clear ownership and maintenance expectations for each dataset.

To support technology transition, member agencies should actively participate in the migration to ArcGIS Online and ArcGIS Hub Premium, meet technical readiness standards, follow platform protocols, and engage in application testing. Training and outreach should be expanded with mandatory annual role-specific training, designation of an internal GIS steward in each agency, and contributions to MarinMap communications. Finally, members should commit to full policy compliance, active

participation in project prioritization, program evaluations, and fostering equitable collaboration to ensure shared responsibility and long-term program sustainability.

Sustaining Leadership and Organizational Knowledge

The Program Director plays a central role in supporting governance, facilitating collaboration, and overseeing policy implementation. However, the duties are described in only broad terms which can be summarized as administrative and coordination tasks (hosting meetings, managing communications, overseeing budgets, approving technical requests, etc.) but without specific performance metrics, timelines, or measurable deliverables The current part-time, contracted nature of the role combined with broadly defined duties, has limited MarinMap's ability to address strategic initiatives and evolving operational needs. As program demands increase, leadership capacity must evolve accordingly.

MarinMap should reassess the structure and scope of the Program Director position. This may include specifying the expected time commitment, expanding the role's strategic responsibilities, or implementing a hybrid model that pairs a part-time director with additional technical support, such as a GIS Technician-level contractor. Regardless of the model, clearly defined job expectations and performance goals will be essential for effectiveness. Further, the JEPA should be amended to incorporate the Program Director's Scope of Services (currently defined in the MGSA Professional Services Contract).

Finding a staff member with the time or interest to take on the responsibility of running the program may be a challenge. The candidate should show enthusiasm for MarinMap and have the ability to accomplish a great deal in a short time. If there is a lack of local or member organization candidates, MarinMap may need to seek a recent retiree or an external candidate with the right mix of administrative and technical skills. Regardless of who takes the role, it is essential that they champion the program, advocating for its continued relevance and growth. Equally important is their ability to represent the often-silent majority of members, including the public and smaller agencies that may struggle to participate actively but remain key stakeholders. The next leader must be proactive in engaging these groups, ensuring that their needs and perspectives are considered in MarinMap's evolution.

Looking ahead, a long-term assessment should outline MarinMap's direction over the next five years, identifying any necessary structural or technical changes to adapt to evolving needs. A sustainable succession plan, a clear governance strategy, and a well-defined leadership structure will be essential in maintaining the program's relevance and operational effectiveness. Ensuring these elements are in place will help MarinMap remain a valuable resource for its stakeholders well into the future.

Succession Planning

Equally important is the development of a formal succession plan. Much of MarinMap's institutional knowledge resides with long-serving individuals, and the absence of a structured transition process presents risks to continuity and service delivery. A transition plan should include detailed documentation of governance processes, funding models, historical context, and stakeholder relationships. Additionally, a phased onboarding approach, where incoming leaders work alongside existing personnel, will ensure a smooth handoff of responsibilities.

A succession plan should provide the following:

- **Continuity of Leadership**: Ensure there are capable individuals ready to step into the Program Director or other leadership roles if needed (even if temporarily), maintaining program direction and minimizing disruption. Leadership gaps often create confusion or delay decision-making processes.
- **Continuity of Operations**: Focus on the sustainability of technical components, such as standards and documentation, cross-training for operational tasks, and a disciplined approach to documenting processes and procedures.
- **Strategic Oversight**: Allow the governing body to maintain strategic oversight while preparing future leaders to align with the program's long-term goals. This ensures that new leaders understand the program's mission, vision, and governance framework, enabling them to carry the program forward effectively.
- **Risk Mitigation**: Governance bodies can act proactively rather than reactively, ensuring smooth leadership transitions and reducing the risk of voids that can

negatively impact decision-making, accountability, and communication, ultimately affecting the program.

- **Stakeholder Confidence**: Instill confidence in the program's ability to weather leadership changes. This trust is essential for maintaining relationships and long-term support.

To reinforce governance stability over time, MarinMap should also establish a structured orientation process for new Steering Committee and Executive Sub-Committee members, providing them with the training, knowledge transfer, and context needed to contribute effectively from the outset.

In short, effective succession planning ensures that governance structures remain robust, adaptable, and prepared for the future, safeguarding the program's success despite leadership changes.

Training and Awareness

Effective training and ongoing awareness are foundational to the success of a sustainable, regionally coordinated GIS program. As identified through stakeholder engagement and aligned with the guiding principles of this assessment, training plays a critical role in fostering regional collaboration, advancing open data practices, and ensuring the efficient and interoperable use of geospatial technologies.

To support both shared regional priorities and the unique operational needs of individual member agencies, training must be accessible, role-specific, and continuously updated to reflect evolving technology platforms and governance frameworks. In addition to technical skills development, such as data management, software use, and application development, there is a growing need for training in areas such as data governance, open data publishing, emergency response GIS, and sustainable funding practices.

This section outlines recommended strategies and specific training topics designed to strengthen agency capacity, reduce reliance on external support, and promote consistency and innovation across the regional GIS community.

Category	Specific Training Topics for Member Agencies and the *MarinMap GIS Contractor*
Governance & Collaboration	◆ Understanding regional data-sharing agreements ◆ Participating in GIS steering/technical committees ◆ Training on policy and contract implementation
Data Management & Standards	◆ Metadata creation and maintenance ◆ Data QA/QC procedures ◆ *Versioning, schema design, and FGDB/Enterprise database use*
GIS Software & Applications	◆ ArcGIS Pro, ArcGIS Online, ArcGIS Enterprise workflows ◆ Collector, Field Maps, and Survey123 training ◆ *Web app creation (Experience Builder, Web AppBuilder, Dashboards)*
Open Data & Public Engagement	◆ Publishing open data portals and managing Hub sites ◆ Data anonymization and privacy management ◆ Communication skills for public mapping products
Technical Infrastructure	◆ Financial and technical implications of a shift to ArcGIS Online (licensing, credits, etc.). ◆ *Training in cloud-based GIS platforms (e.g., ArcGIS Enterprise on AWS/Azure)* ◆ *API and service integration* ◆ *Understanding of system architecture and performance monitoring*
Emergency Management	◆ Use of GIS tools for EOC support and NG911 ◆ Field data collection and damage assessment apps ◆ Use of real-time dashboards for incident response
Project Management & Sustainability	◆ Project scoping and ROI justification ◆ Grant writing and funding proposal training ◆ *Change management and user support*

Table 1: Recommended Training Topics

In parallel with training, there is a clear need to increase awareness of the MarinMap GIS program, both within member agencies and among the broader public. Many stakeholders indicated that MarinMap's value, capabilities, and available resources

are not widely understood, limiting its potential impact. Raising awareness is essential to encourage adoption of shared services, reduce redundant efforts, and reinforce the benefits of regional GIS collaboration.

To address this, targeted outreach efforts should be pursued, such as:

- Internal briefings and success stories for department leadership and staff.
- MarinMap overview presentations at association meetings (e.g., MPWA, MMA).
- User-friendly public dashboards and story maps that showcase regional projects.
- Quarterly newsletters or updates highlighting new datasets, tools, and services.
- Onboarding materials for new staff at member agencies.
- Promote existing contracted support as a formalized service option, with success metrics for outreach.

These recommended strategies and specific training and awareness initiatives are designed to strengthen agency capacity, increase stakeholder engagement, and promote consistency, innovation, and long-term value across the MarinMap GIS community. This is a realistic governance strategy recognizing differing capacities and priorities among members.

Governance and Leadership Recommendations

- **Review and Update the Support Contract Between Marin County and MGSA**
  Review and update, as needed, infrastructure hosting, support services, and performance expectations to reduce ambiguity and promote efficiency.
- **Strengthen the Oversight Function of the Steering Committee:** Reinstate the Steering Committee's designated responsibilities, including budget approval, recommendations regarding hardware and software, contract oversight, debt management, and the review of fee schedules.
- **Refocus the Executive Subcommittee**
  Clarify its role as administrative and advisory, advising, not replacing, the Steering Committee.

- **Reassess and Expand the Program Director Role**
  Review the scope and available hours for the role and consider supplemental support through a GIS Technician-level contractor. Document the current director's responsibilities to ensure alignment with evolving program needs.
- **Prepare a Service Catalog**

  Develop a clear and accessible catalog outlining the core services and additional projects that MarinMap offers to its members.
- **Develop a Formal Succession Plan**
  Create a leadership transition guide, define onboarding steps, and outline key responsibilities to ensure knowledge transfer.
- **Evaluate Leadership Models**
  Consider a full-time director or a hybrid structure that balances strategic oversight with operational support.
- **Implement Structured Training and Awareness Efforts**
  Offer onboarding for new Program Directors and committee members, covering governance, technical systems, and stakeholder engagement. Increase awareness of MarinMap's value and services to engage members with varying levels of participation.
- **Document Governance Processes and Best Practices**
  Maintain up-to-date records of decisions, workflows, and meeting outcomes to promote transparency and continuity.
- **Conduct Periodic Governance Reviews**
  Establish regular intervals (e.g., annually or biennially) to review and revise governance policies and structures.

This approach is a realistic governance strategy recognizing differing capacities and priorities among members.

Data Governance and Quality Control

As MarinMap continues to expand its regional GIS capabilities, establishing a robust data governance framework has become increasingly critical. Accurate, current, and well-documented spatial data is the foundation for informed decision-making and public transparency. However, MarinMap currently faces significant challenges

related to data consistency, ownership, and maintenance, particularly across multiple member agencies with varying capacities.

A key concern is the irregularity of data updates and the resulting inconsistencies. While many agencies contribute valuable datasets, the absence of coordinated maintenance schedules has led to outdated or inaccurate information within MarinMap's system. Smaller jurisdictions, in particular, often lack the dedicated staff or technical resources to manage GIS data effectively, resulting in a heavier reliance on MarinMap for support. Also, the Marin County Assessor & Sheriff are not participating in critical data transfers, i.e., parcels, roads, routes, and names.

Existing contracted support on retainer could be better promoted as a formalized service option for data update projects, such as the towns of Fairfax and Tiburon's use of their services for storm drain GIS improvements. Also, potentially making contractor usage mandatory for less capable members for data maintenance would improve data quality and completeness and enforce the JEPA requirements for data contribution. This is a strategic modernization step to ensure continuity and quality, especially during the AGOL transition.

A formal structure for data submission, validation, and version control should be established to reduce the risk of inaccuracies and increase trust in the system and its value as a shared resource.

In addition, there is no uniform process for defining data ownership, assigning maintenance responsibilities, or applying metadata standards. This lack of clarity hinders accountability and makes it difficult for users to assess the quality or provenance of the data they are accessing. Variability in metadata documentation and limited access controls further compound the problem, sometimes resulting in the use of outdated or conflicting datasets across different platforms.

To address these issues, MarinMap should implement a comprehensive Data Governance Framework that clearly defines expectations and responsibilities for data contribution, maintenance, metadata, and access control. This framework should align with industry best practices while also accounting for the diverse needs and technical capabilities of member agencies. To guide this framework, a Regional Data Governance Sub-Committee of the Steering Committee should be formed, composed of representatives from each participating member agency, to oversee data policies,

address concerns, and ensure equitable participation. This committee should work to establish standardized data formats, metadata requirements, and update protocols to ensure consistency and interoperability across jurisdictions. The committee should also establish clear mechanisms for conflict resolution and periodic review of governance policies to ensure that the framework remains adaptable to evolving needs and technological advancements.

Standardized data-sharing protocols will be essential to this effort. Although the JEPA formalizes the responsibilities of each contributing agency, standards for update frequency, data accuracy, and submission protocols, as well as privacy, regulation compliance, and liability, should be documented. They should also introduce a compliance review process with Steering Committee oversight, defining how datasets will be reviewed, validated, and integrated into MarinMap's shared environment.

Equally important is the establishment of consistent Metadata Standards. All datasets should include required metadata fields, such as source, date of last update, accuracy level, and intended use, to improve transparency and inform end users. Quality control processes, including automated validation tools and periodic audits, should be introduced to ensure datasets meet defined standards before being published or used in applications. Both should be documented as part of succession planning.

To streamline data integration and reduce inconsistencies, MarinMap should move toward a centralized updated model. Leveraging ArcGIS Online (AGOL) and ArcGIS Hub Premium, agencies can manage their data through a shared platform while allowing MarinMap to validate and monitor contributions.

Training and capacity-building efforts should also be prioritized to ensure that all participating municipalities, regardless of size or resources, have the knowledge and tools necessary to contribute effectively. For smaller agencies without in-house GIS expertise, MarinMap should offer technical assistance, training, and tools to help support local data maintenance efforts.

Finally, establishing clear mechanisms for conflict resolution and periodic review of governance policies will ensure that the framework remains adaptable to evolving needs and technological advancements. By implementing these strategies, a joint municipal association can create a sustainable and collaborative data governance

structure that enhances decision-making, efficiency, and public services across the region.

By adopting a structured approach to data governance, MarinMap can significantly enhance the accuracy, reliability, and usability of its shared GIS resources. These improvements will strengthen the program's value to member agencies and position MarinMap as a trusted regional leader in data stewardship.

Data Governance Recommendations

- **Establish a Centralized Data Governance Framework**
  Create clear policies, procedures, and workflows for reviewing, validating, and publishing data in AGOL, quality assurance, metadata, and access control, ensuring consistency and reducing duplication of effort.
- **Form a Regional Data Governance Subcommittee**
  Composed of representatives from each participating member agency, to oversee data policies, address concerns, and ensure equitable participation.
- **Implement Standardized Data Sharing Agreements**
  Formalize agency responsibilities for data accuracy, update frequency, formatting, and submission protocols. Target critical non-participating departments, specifically Assessor & Sheriff, with formal agreements for essential datasets.
- **Develop Metadata Standards**
  Require all datasets to include core metadata fields such as data source, update schedule, accuracy level, and intended use.
- **Introduce Data Quality Control Processes**
  Implement automated validation tools and conduct regular audits to ensure data accuracy and consistency. Introduce a compliance review process with Steering Committee oversight, using JEPA provisions as enforcement authority.
- **Centralize the Data Update Process**
  Create a tiered submission portal using ArcGIS Online and Hub Premium, allowing agencies to contribute data within a shared governance structure.
- **Provide Support for Smaller Agencies**
  Offer technical assistance, documentation, and training to help under-resourced

agencies meet data maintenance expectations. Promote existing contracted support as a formalized service option, with success metrics for outreach.

- **Clarify Data Ownership and Maintenance Responsibilities**
  Clearly define which agency is responsible for each dataset and establish a process for periodic review and reassignment if needed.
- **Enable Role-Based Access Controls**
  Ensure that data editing, publishing, and viewing permissions are aligned with governance policies and agency roles.

These recommendations will ensure that MarinMap's GIS data remains authoritative, accessible, and well-governed, delivering long-term value to all participating agencies and the public they serve.

Technology & System Architecture

MarinMap's technology infrastructure has served the regional GIS collaboration well for many years, evolving through a combination of legacy systems and emerging platforms. However, recent shifts in technical support, coupled with a growing reliance on modern, cloud-based tools, have highlighted the need for a more sustainable, independent technology model.

Historically, MarinMap's enterprise GIS environment has been hosted on infrastructure managed by the County of Marin. This includes a SQL Server that houses core geospatial data and a suite of Geocortex web applications used by member agencies and the public. County IST has provided critical backend support, handling system maintenance, user management, and application hosting. However, as the County redefines its GIS priorities and phases out its support for platforms like Geocortex, MarinMap must pivot toward a more self-sufficient approach centered around Esri's ArcGIS Online (AGOL) and ArcGIS Hub Premium environments. Additionally, County IST's security policies do not support external access to their virtual machines, resulting in the MarinMap physical server being unable to be converted to a virtual machine.

Moving to ArcGIS Online's collaborative environment allows each jurisdiction to manage its datasets while still sharing relevant data with MarinMap. This is strictly a storage change for data. The process of how the agencies manage their data will not change. It is simply a difference of how the data is uploaded, whether it be to an SDE/Enterprise database/server or to ArcGIS Online. They can manage their datasets through AGOL in the same way they have managed their datasets when stored in SDE or stored locally and uploaded.

For example, MarinMap could host data for agencies that do not have an AGOL account, set up a partner collaboration with those agencies that do, as well as use ArcGIS REST Services from other agencies and the County to obtain the most up-to-date data for its GIS applications. MMWD is a good example of this proposed solution. MMWD pushes about ten layers to MarinMap every month. Additionally, it pulls a lot of data from the County and MarinMap to use within its own GIS. If MarinMap were to migrate to AGOL and ArcGIS Hub, its applications and member agencies could pull from ArcGIS REST Services produced by MMWD, as well as MMWD pulling services from MarinMap or other member agencies.

The transition to AGOL offers MarinMap significant benefits, including improved scalability, greater accessibility for member agencies, and streamlined web mapping capabilities. ArcGIS Hub Premium will allow for more effective public engagement and modernized data sharing. Migrating to this environment will also reduce long-term costs associated with maintaining physical servers, MARINMAPSDE licensing, and outdated applications. The cost would shift to ArcGIS Online Storage, using an Esri credit-based cost model. Credits are included in the licensing fee for MarinMap. Credits could also be built into the membership fees. Bigger agencies that have their own ArcGIS Online presence will not need a MarinMap login. If they are set up to allow outside organization access, they can share their data with other groups as well as leverage their license to access the MarinMap data.

Despite these advantages, the transition presents challenges, particularly for smaller agencies with limited GIS staff or technical capacity. Many member organizations continue to rely on MarinMap for basic GIS support, including data updates, application troubleshooting, and system configuration. A clear support structure must be identified to mitigate the risk that these agencies may become disengaged

or unable to take full advantage of the new platform. Identify agencies needing MarinMap-led maintenance post-migration and include them in a pooled funding model for contractor support.

To support a successful transition, MarinMap should implement a series of steps that both modernize its technical foundation and ensure consistent member support. These steps include:

- formalizing hosting responsibilities within AGOL,
- expanding the existing contractor's hours or hiring an additional contractor to expand technical assistance capacity, and
- delivering targeted AGOL and ArcGIS Hub training for users across all member agencies.

An additional part-time GIS Technician-level contractor would strengthen the MarinMap program and support the impending migration. This position will provide supplementary support to:

- Manage routine tasks, allowing the GIS Analyst-level contractor to focus on more strategic tasks and analysis.
- Provide basic GIS support for the smaller agencies.
- Improve upon request response times.
- Assist in managing AGOL user accounts and permissions in AGOL and ArcGIS Hub Premium.
- Assist the MarinMap team in enforcing data governance policies, including metadata, standardization, application maintenance, etc.

Under direction from the Program Director or a GIS Analyst-level contractor, this position would strictly be for supporting members' MarinMap-related GIS needs. The distinction between MarinMap-related support and member internal GIS-related support would need to be clearly defined to avoid member confusion about who to contact for technical support. The additional contractor hours should be tied to measurable improvements in core dataset maintenance and agency support.

These efforts will reduce MarinMap's dependency on County infrastructure, increase resiliency, and enhance the long-term value of GIS services for all participating jurisdictions.

Technology Modernization Recommendations

- **Migrate Fully to ArcGIS Online and ArcGIS Hub Premium**
  Transition all MarinMap-hosted applications and data to a modern, cloud-based platform, ArcGIS Online, to improve accessibility, scalability, and long-term sustainability.
- **Retire Legacy Infrastructure**
  Decommission the County-hosted SQL Server, eliminating hardware costs and simplifying MarinMap's system architecture.
- **Clarify Data Hosting and Management Roles**
  Define which agencies are responsible for maintaining specific datasets within AGOL. Encourage larger jurisdictions to self-manage their data, while providing support for smaller agencies through a tiered service model.
- **Establish Clear Governance and Technical Support Mechanisms**

  As MarinMap moves towards greater operational independence, a governance model must be developed to manage data access, permissions, and support responsibilities effectively.
- **Expand Support Capacity**
  Employ a dedicated GIS Technician-level contractor to assist with data updates, application configuration, and AGOL support, particularly for smaller jurisdictions without dedicated GIS staff. Also, consider an option to contract with a GIS consulting firm to assist with migration and advanced or complex projects. Tie increased hours to measurable improvements in core dataset maintenance and agency support.
- **Develop a Structured Training and Onboarding Plan**
  Offer user training focused on ArcGIS Online, Hub Premium, and data governance best practices to ensure a smooth transition for all member agencies.
- **Plan for AGOL Transition Support**
  Identify agencies needing MarinMap-led maintenance post-migration and include them in the surcharge/funding model. Provide targeted AGOL and ArcGIS Hub training.

By adopting these measures, MarinMap can transition to a more modern and resilient GIS platform that supports both technical innovation and inclusive regional participation. A successful migration to AGOL, paired with strong user support and clarified hosting responsibilities, will ensure that MarinMap remains a vital resource for geospatial collaboration well into the future.

Funding Strategy and Sustainability

MarinMap's current funding model is grounded in annual membership contributions from participating agencies. This tiered structure, based on agency size, allows smaller municipalities to pay a reduced rate while larger jurisdictions contribute more. These fees support the core functions of MarinMap, including GIS data access, web application maintenance, and technical support, providing member agencies with access to shared geospatial resources. Additional fee-for-service options are available for specialized projects or custom data requests. Budgetary oversight is managed through the Marin General Services Authority (MGSA), with funding allocations guided by the Steering Committee. Per MGSA policy, a financial reserve is in place for future orthophotos, software maintenance/licensing fees, emergency maintenance, staffing growth, or unplanned expenditures.

The current fee schedule is a tiered pricing structure: member agencies are assigned as one of three tiers and dues are an annual flat rate per tier, as shown in the table.

MarinMap Funding Structure		
Tier	**Agency Category/Size**	**Annual Flat Rate**
A	Large Agencies, Joint Agencies	$10,000.00
B	Midsize Agencies	$9,000.00
C	Small Agencies	$6,000.00

Table 2: MarinMap Funding Structure (as of the 2017 Budget)

While this model has provided a consistent revenue base, it is increasingly challenged by structural limitations. Agencies with dedicated GIS capabilities often contribute more financially while utilizing fewer shared services. Conversely, smaller agencies, which may rely more heavily on MarinMap for day-to-day GIS services, pay proportionally less. This imbalance has raised concerns about equity and the long-term fairness of the cost-sharing approach. Compounding the issue, some non-

member agencies benefit from MarinMap's infrastructure without contributing financially, further concentrating costs among paying participants.

As MarinMap transitions to a more modern, cloud-based GIS infrastructure, centered around ArcGIS Online and ArcGIS Hub Premium, new costs will emerge related to software licensing, data hosting, and expanded technical support. Without a more resilient funding strategy, these demands could strain operational budgets and hinder MarinMap's ability to scale its services.

To ensure long-term sustainability, MarinMap must revise its approach to membership contributions, expand its pursuit of external funding opportunities, and establish a financial reserve to support future growth and modernization.

One option for member agency fees is a modified tiered pricing structure where different membership levels, rather than size, grant access to varying levels of data, applications, and support services. This structure would allow municipalities to choose the level of investment that best aligns with their needs.

MarinMap Funding Structure Option	
Membership Level	**Annual Flat Rate**
Small	$6,000.00
Medium	$9,000.00
Large	$10,000.00

Table 3: MarinMap Funding Structure Option

As another option, the members could agree to a cost-sharing model that distributes expenses based on a formula for ongoing technical support and staffing, rather than area and parcel count. That formula would consider data usage, staffing needs, and direct and indirect benefits. This could include pooling funds for employing the GIS Technician-level contractor on retainer for updating base data owned by agencies (roads, addresses, infrastructure, boundaries), maintaining and enhancing shared applications, and upgrading infrastructure. A common approach is to tie Member Allocation funds directly to approved data maintenance and other approved projects, potentially making usage mandatory to enforce the JEPA requirements for data contribution.

A potential key funding strategy MarinMap may be able to take advantage of is grant funding and state or federal subsidies. Many regional, state, and federal programs offer funding for GIS development, smart city initiatives, open data projects, and regional collaboration efforts. By actively seeking and applying for relevant grants, the joint association can supplement member contributions and support key initiatives without placing excessive financial pressure on individual municipalities. Partnering with state agencies or regional planning organizations can also provide additional funding avenues, particularly for projects that align with broader transportation, emergency management, or environmental goals..

Additionally, MarinMap could explore opportunities to recover costs through external partnerships, such as offering premium GIS services to non-member organizations.

By implementing a combination of membership dues, grant funding, cost-sharing agreements, and revenue-generating initiatives, MarinMap can establish a robust financial structure that supports ongoing data sharing and application development, without placing excessive strain on any single municipality.

Overall, there is a need for MarinMap to refine its membership fee structure, continue direct outreach, improve communication on the benefits of participation, and address misconceptions regarding the value of shared digital data, infrastructure, and services. Establishing a more transparent and well-defined pricing model, alongside a strategy for demonstrating the regional impact of membership, could help address concerns and encourage broader participation.

Sustainable Funding Model Recommendations

- **Revise the Membership Fee Structure for Greater Equity**
  - Develop a data-informed model to define the tiers used in the current fee schedule, using the JEPA[1] statement about how the cost share should be determined.
  - Evaluate tiered service levels tied to the degree of GIS support provided, rather than relying solely on agency size.
  - Establish a contribution policy requiring all agencies that benefit from MarinMap's services to provide financial support, such as a flat base fee, to

[1] Joint Exercise of Powers Agreement, Section 6.01.(b)

cover the cost of hosting all data to members, colleagues, and the public in a unified format.

- **Pursue Supplemental Grant Funding**
  - Actively seek state, federal, and regional grants focused on GIS innovation, smart infrastructure, open data, and emergency management.
  - Partner with other regional stakeholders (e.g., TAM, MMWD, environmental groups) to co-apply for funding opportunities that align with shared objectives.
  - Designate a grants coordinator or consultant to manage applications and monitor funding cycles.
- **Implement a Cost-Sharing Model for Technical Support**
  - Pool resources for staffing and infrastructure maintenance, potentially funding another GIS Analyst-level contractor or an additional GIS Technician-level contractor.
  - Additional contractor hours will allow expansion of the MarinMap website, development of ArcGIS Hub, and application offerings.
  - Tie Member Allocation funds directly to approved data maintenance projects, potentially making usage mandatory.
  - This approach gives MarinMap greater autonomy for expanding benefits to its members, while keeping the technology support in the hands of Marin County IST.
- **Retain a Dedicated Financial Reserve**
  - Continue to allocate a portion of annual membership revenue to a reserve fund that can be used for imagery, cloud migration efforts, or emergency maintenance.
  - Establish financial policies to ensure the reserve is maintained and used strategically for high-priority investments, such as new staffing or software tools.
  - Use the reserve to help fund the transition to ArcGIS Online, implement data governance enhancements, and support long-term platform sustainability.
- **Explore Tiered Service Packages and Revenue Generation**
  - Offer premium GIS services, such as custom applications (dashboards, story maps), analytics, or data hosting, to non-member or external organizations on a fee-based basis.

- Design service packages that allow agencies to select the level of support that best fits their operational needs and budgets.

By adopting a more equitable and flexible funding model, diversifying revenue sources, and creating a financial reserve, MarinMap can ensure it remains a sustainable, high-impact GIS resource for years to come. These financial strategies will allow MarinMap to continue delivering value to its members, expand access to innovative geospatial tools, and adapt to the evolving needs of the region.

The following service catalog outlines the services specified by JEPA, along with proposed modifications to the service model. This chart serves to clearly communicate and distribute information about the services accessible to member agencies via MarinMap.

Core Services	Additional Projects	GIS Technical Support	Premium Services
• Shared GIS Access • Shared Data Warehouse • Training Programs • Capital Improvement Coordination • Centerline Data Services • Public Access to GIS Data	• GIS projects submitted by member agencies, such as the Road Moratorium map/app	• Help Desk support for MarinMap products • Data Management & System Administration (in conjuction with Marin County IST)	• *Available to non-member organizations on a fee-based basis* • Custom Applications - (Dashboards, Story Maps) • Analytics • Data Hosting

Figure 1: Recommended MarinMap Service Catalog

Contract Agreements

As MarinMap transitions toward a more autonomous and modernized GIS environment, it is essential to update the roles and responsibilities defined between Marin County and the Marin General Services Authority (MGSA). Historically, the County's Information Services and Technology (IST) Department has played a foundational role in supporting MarinMap, providing infrastructure hosting, technical troubleshooting, and limited data management assistance. However, with the current migration from GeoCortex to Esri and the planned migration to ArcGIS Online (AGOL)

and ArcGIS Hub Premium, the need for an updated, current, clearly defined, mutually agreed-upon contract has become imperative.

The contract should serve as a structured framework that outlines the scope of services provided by the County, delineates performance expectations, and identifies the mechanisms for ongoing monitoring and issue resolution. This agreement will promote accountability, reduce service ambiguity, and provide member agencies with consistent, transparent expectations regarding infrastructure support, data hosting, and user assistance.

By further addressing this relationship, both Marin County and MGSA can ensure that GIS operations remain efficient, coordinated, and aligned with the broader goals of MarinMap's regional collaboration.

Key Contract Components

1. **Scope of Services and Responsibilities**
   The contract should specify which technical services the County will continue to provide and which functions will transition to MGSA or MarinMap staff. This includes:
   a. **GIS Hosting and Maintenance**
      i. If/when the County's GIS migrates to AGOL, clarify whether the County will maintain MarinMap's SQL Server or whether all infrastructure will shift to the AGOL cloud.
      ii. Define responsibilities related to data backups, server uptime, and system security.
   b. **Technical Support Services**
      i. Identify which entity (County IST, MGSA, or MarinMap GIS contractor) will serve as the first point of contact for GIS-related support requests.
      ii. Set expectations for support response times and escalation pathways.
   c. **Software Licensing and Access**

i. Confirm whether MarinMap will continue using County-managed GIS software or will independently manage its licensing under MGSA.

2. **Performance Standards and Reporting Requirements**
   To ensure transparency and reliable service delivery, the contract should incorporate clear performance metrics:
   a. Minimum system uptime (e.g., 99% availability for hosted GIS resources).
   b. Defined response times for support tickets (e.g., 24 hours for routine issues, 4 hours for critical failures).
   c. Notification protocols for scheduled maintenance or system updates.
   d. Reporting cadence for service performance (e.g., quarterly reports or dashboards).
3. **Dispute Resolution and Contract Review**
   To address service concerns and maintain alignment, the contract should include:
   a. A structured escalation process involving designated contacts at Marin County IST, MGSA, and MarinMap leadership.
   b. A joint review committee to assess compliance and meet on a semi-annual or annual basis.
   c. Flexibility for amendments based on changing technology, staffing, or funding models.

Recommended Timeline for Contract Development and Implementation

A phased approach is recommended to ensure broad stakeholder input and a smooth rollout:

- **Phase 1: Stakeholder Engagement (Months 0–3)**
  Conduct joint meetings with County IST, MGSA, and MarinMap leadership to identify service needs, pain points, and operational requirements.

- **Phase 2: Contract Drafting and Legal Review (Months 3–6)**
  Develop a comprehensive contract with input from legal, technical, and administrative representatives on both sides.
- **Phase 3: Approval and Adoption (Months 6–9)**
  Present the final draft to the MGSA Board and Marin County for formal approval and execution.
- **Phase 4: Implementation and Ongoing Monitoring (Months 9–12 and beyond)**
  Launch the contract and begin regular performance monitoring, stakeholder communication, and annual reviews.

Contract Development and Implementation Recommendations

- **Define Scope of County Services**
  Clearly articulate which infrastructure, technical support, and licensing responsibilities will remain with the County and which will transition to MGSA or MarinMap.
- **Establish Performance Metrics**
  Set measurable service standards for uptime, support response times, and data maintenance procedures to ensure accountability.
- **Clarify Support Responsibilities**
  Identify which party (County, MGSA, or MarinMap) is responsible for resolving various types of support requests and ensure this is communicated to all member agencies.
- **Include Dispute Resolution Procedures**
  Outline a transparent escalation process for addressing service issues, including a point-of-contact directory and defined timelines for resolution.
- **Form a Joint Review Committee**
  Establish a committee with representatives from Marin County, MGSA, and MarinMap to meet regularly and evaluate contract performance.
- **Ensure Flexibility for Future Modifications**
  Allow the contract to be reviewed and amended as technology needs evolve, ensuring it remains relevant and aligned with operational realities.

- **Support Member Communication and Training**
  Educate MarinMap member agencies on the contract's provisions, support pathways, and any procedural changes resulting from the agreement.

Business Case for the MarinMap Project

Benefits of MarinMap Maintaining Its Independence

The benefits of MarinMap maintaining its independence lie in its ability to serve as a neutral, collaborative, and regionally focused entity, free from the constraints, priorities, and bureaucracies of any single member agency. This autonomy enables MarinMap to prioritize regional GIS needs, foster equity across jurisdictions, and remain flexible and responsive to its members. Below are the key advantages:

1. **Neutral Regional Stewardship**
   - **Equal Representation**: All member agencies, regardless of size or resources, have an equal voice in governance and decision-making.
   - **Prevents Dominance by Any One Entity**: Independence prevents larger entities (e.g., the County of Marin) from disproportionately shaping priorities or diverting resources to their own needs.
2. **Regional Focus Over Localized Interests**
   - **Cross-Jurisdictional Projects**: MarinMap can pursue and manage initiatives that span city boundaries, such as shared base maps, address point maintenance, and emergency response coordination.
   - **Unifying Standards**: Promotes consistent data governance, metadata standards, and symbology across jurisdictions, vital for regional planning and public transparency.
3. **Flexibility in Partnering and Innovation**
   - **Collaborative Partnerships**: Independence allows MarinMap to partner with academic institutions, regional agencies, or consultants without being tied to any single agency's procurement or IT policies.
   - **Agile Decision-Making**: When functioning well, an independent consortium can quickly launch prototypes, adopt emerging technologies, or respond to grant opportunities.
4. **Funding and Grant Opportunities**
   - **Shared Investment Model**: Pooling resources allows for sustainable funding of shared services without burdening one agency's budget.

5. **Preservation of Institutional Knowledge**
    - **Long-Term Continuity**: An independent structure helps preserve MarinMap's institutional memory, shared applications, and data assets, ensuring continuity beyond individual staff turnover or internal agency reorganization.
6. **Equitable Access to GIS Resources**
    - **Support for Smaller Jurisdictions**: Independence allows MarinMap to maintain a service model that prioritizes equity, giving smaller cities access to tools and data they couldn't afford or manage alone.
    - **Shared Infrastructure and Applications**: Independence enables shared Geocortex apps, map viewers, and data repositories that serve all members regardless of individual capacity.

Overall, MarinMap's independence ensures that regional GIS collaboration remains collaborative, equitable, and focused on shared public good rather than agency-specific agendas. While partnerships with the County or other regional entities may still be beneficial, maintaining autonomy ensures that decisions are made for the region, by the region.

Shortcomings of MarinMap

While MarinMap provides significant value as a regional GIS consortium, it also faces challenges and limitations that can hinder its effectiveness. Recognizing these deficiencies is critical for determining whether reform, restructuring, or replacement is needed. Below is a breakdown of the key concerns:

1. **Lack of Clear Leadership and Accountability**
    - **Diffuse Oversight**: Without a full-time program manager or designated leadership authority, decisions may be delayed or lack follow-through.
    - **Inconsistent Participation**: Some member agencies are more active than others, leading to uneven engagement and ownership.
2. **Funding and Resource Constraints**
    - **Limited Budget**: MarinMap operates on a relatively small budget for a multi-agency initiative, which limits its ability to expand services or modernize infrastructure.
    - **Reliance on Volunteer Effort**: Much of the work depends on staff from member agencies contributing time beyond their regular responsibilities.

- **Inadequate Staffing**: A single GIS Analyst-level contractor is insufficient to meet the demands of maintaining applications, managing data, and supporting multiple stakeholders.

3. **Technological Stagnation**
    - **Outdated Technology Ecosystem:** Many of MarinMap's platforms, including the website and applications, lack modern features, such as intuitive interfaces, advanced analytics, and seamless mobile compatibility, limiting its ability to keep pace with evolving technological standards.
    - **Slow Adoption of New Tools**: MarinMap has not fully adopted modern platforms, such as ArcGIS Hub, Dashboards, or Experience Builder, which leaves it behind other regional collaboratives.
4. **Governance and Decision-Making Challenges**
    - **Consensus-Driven Model**: While collaborative, the consensus model can lead to watered-down decisions or a failure to act when there is disagreement or a lack of a quorum.
5. **Uneven Benefits Across Members**
    - **Larger Agencies Self-Support**: Cities like San Rafael or the County may have robust internal GIS programs and derive limited benefit from MarinMap's shared services.
    - **Smaller Agencies Dependent**: In contrast, smaller jurisdictions may heavily rely on MarinMap, creating a disparity in expectations versus contributions.
6. **Strategic Drift or Lack of Vision**
    - **No Long-Term Roadmap**: The contract outlined specific projects that have either been completed or withdrawn, and the Steering Committee has not approved many additional projects. Without a clear strategic plan or regularly updated goals, MarinMap has become a maintenance-only organization instead of a driver of innovation.
    - **Reactive, Not Proactive**: Initiatives tend to be reactive or incremental, rather than transformational or forward-thinking.

In summary, MarinMap's weaknesses lie primarily in its organizational structure, staffing model, funding limitations, and lack of strategic leadership. These constraints prevent it from reaching its full potential as a regional leader in GIS. However, many of these issues are solvable with reform, such as expanding the role of program manager, increasing the budget, or restructuring governance, rather than dissolving the organization entirely.

MarinMap Alternatives

If MarinMap were to shut down, it would leave a significant gap in regional GIS collaboration, data sharing, and application hosting for its member agencies. However, there are several viable pathways forward, depending on the level of commitment and coordination among the local agencies. Below are several options, ranging from minimal collaboration to fully integrated alternatives:

Contracted Regional GIS Services (Consultant-Managed Model)

Overview: Member agencies jointly contract a third-party GIS consulting firm to manage shared services.

Benefits:

- Professional management and support.
- Flexible staffing model without adding internal overhead.
- Scalable depending on available funding.

Considerations:

- Relies on sustained funding and oversight.
- Risk of knowledge loss if the contract ends.
- Less control over day-to-day operations.

County-Hosted GIS Consortium (Centralized Model)

Overview: The County of Marin could assume responsibility for managing GIS data and services for member jurisdictions.

Benefits:

- Leverages existing County infrastructure (e.g., servers, ArcGIS Enterprise).
- Reduces redundancy in system administration.
- Allows continued regional application hosting and data maintenance.

Considerations:

- Requires formal agreements/MOUs.
- County staff capacity may need to be expanded.
- May reduce autonomy for individual cities.

Joint Powers Authority (JPA) for Regional GIS

Overview: Establish a new, independent JPA specifically for regional GIS collaboration.

Benefits:

- Allows formalized governance and shared funding.
- Maintains equal say among members.
- Eligible for grants or shared service agreements.

Considerations:

- Legal and administrative overhead.
- Requires time and political support to establish.
- Still needs technical staff or consultants to run GIS operations.

Decentralized Collaboration via ArcGIS Online or Hub Premium

Overview: Each agency manages its own GIS but shares data through ArcGIS Online groups or a joint ArcGIS Hub.

Benefits:

- Low-cost compared to full consortium models.
- Maintains agency control over datasets.
- Supports open data initiatives.

Considerations:

- Less integration and consistency across jurisdictions.

- Requires strong data governance and coordination.
- Limited support for joint web applications or editing environments.

Integration with ABAG/MTC's Bay Area Regional GIS Initiatives

Overview: Align with broader regional efforts (e.g., BASIS (Bay Area Spatial Information System), BayREN (Bay Area Regional Energy Network), BayCAN (Bay Area Climate Adaptation Network)) and seek support through the Association of Bay Area Governments (ABAG) or the Metropolitan Transportation Commission (MTC).

Benefits:

- Access to broader funding and data initiatives.
- Avoids duplicative efforts.
- Enhances regional consistency.

Considerations:

- Less local control.
- May not support operational GIS needs (e.g., permitting, asset management).
- Requires coordination with external agencies.

Agency-by-Agency Self-Management (Siloed Approach)

Overview: Each member agency develops its own internal GIS capacity and ceases regional collaboration.

Benefits:

- Full control over systems and priorities.
- No reliance on external coordination or funding.

Considerations:

- High cost of system duplication.
- Data inconsistencies across borders.
- Loss of regional applications, like shared base maps or permit viewers.

Reduced MarinMap Service Model

Overview: To respond to limited project demand, funding constraints, and uneven participation, MarinMap could transition to a reduced service model that preserves its most critical functions while minimizing operational costs and staffing needs. This model retains MarinMap's role as a neutral, regional GIS platform and continues delivering high-impact shared services, with a simplified organizational footprint. Members would have continued access to key datasets and tools, but the scope of custom projects, on-demand support, and development services would be scaled back.

Benefits:

- Preserves Core GIS Services and Shared Data Access
- Supports Regional Equity
- Maintains Shared Infrastructure
- Reduces Costs and Complexity
- Protects Institutional Continuity
- Enables Flexible Participation
- Continues Grant and Collaboration Eligibility

Considerations:

- Limited Custom Project Support
- Clear Role Definition Needed
- Reduced Contractor Capacity
- Data Quality Dependent on Members' Capability to Maintain Data
- Smaller Member Agency Training Required
- Possible Decrease in Engagement

RECOMMENDATION

If regional collaboration remains a priority, options 1–3 offer the **strongest continuity with the least disruption**. The best path forward depends on:

- Member agency's willingness to coordinate.
- Available funding or cost-sharing structure.
- County or regional leadership buy-in.
- Long-term vision for data equity and system modernization.

Top Reasons MarinMap Should Remain

MarinMap should remain intact because it provides critical value as a regional GIS collaboration platform that supports efficiency, equity, and innovation across Marin County jurisdictions. The benefits of maintaining MarinMap are both strategic and operational, directly impacting the quality and accessibility of GIS services for all member agencies.

1. **Regional Data Consistency and Integration**

    - **Standardized Datasets**: MarinMap ensures that base maps, zoning layers, address points, and other core datasets are standardized across jurisdictions.
    - **Seamless Boundaries**: Regional issues, such as transportation, housing, public safety, and emergency response, require cross-jurisdictional GIS data integration that is only feasible through a centralized consortium.
    - **Authoritative Data Repository**: MarinMap serves as the go-to source for authoritative GIS layers used by multiple departments and external stakeholders.

2. **Shared GIS Applications and Infrastructure**

    - **Centralized Hosting**: Geospatial applications, public-facing maps, and internal decision-support tools are hosted and maintained centrally, reducing the need for individual agency infrastructure.
    - **Cost Savings**: Pooling resources for software licensing (e.g., Esri), hosting, and maintenance leads to lower per-agency costs.
    - **Equity of Access**: Smaller cities or towns with limited GIS staff still benefit from enterprise-level GIS capabilities.

3. **Collaboration and Governance Framework**

    - **Cross-Agency Coordination**: MarinMap provides a formal structure for agencies to collaborate, align priorities, and share best practices.

- **Joint Decision-Making**: The Steering Committee and Executive Sub-Committee allow members to guide strategy collectively, ensuring regional goals are met.
- **Policy Alignment**: Supports coordinated approaches to data governance, metadata standards, and public transparency.

4. **Innovation and Grant Eligibility**

- **Pilot Programs and Prototypes**: MarinMap can act as an incubator for regional GIS innovation, testing new tools, platforms, and methods before wider deployment.
- **Grant Opportunities**: As a collaborative entity, MarinMap is eligible for state and federal funding opportunities (e.g., climate resilience, broadband mapping, emergency preparedness) that individual cities may not qualify for on their own.

5. **Public Transparency and Service Delivery**

- **Open Data and Web Maps**: MarinMap offers a centralized platform for public-facing GIS content, promoting government transparency and civic engagement.
- **Support for Regional Services**: Key services, like election precincts, transit maps, and emergency zones, depend on regional data and coordination.

6. **Institutional Knowledge and Continuity**

- **Long-Term Data Stewardship**: MarinMap possesses decades of institutional knowledge, best practices, and historical data that could be lost if the organization were to disband.
- **Continuity of Operations**: Rebuilding a similar structure independently would take years, duplicating effort and cost.

Conclusion

MarinMap is more than a data-sharing consortium; it is a collaborative framework that amplifies the GIS capabilities of all member agencies while reducing costs, fostering innovation, and enhancing regional service delivery. Disbanding MarinMap would likely result in fragmented systems, higher costs, and lost opportunities for strategic alignment.

Enhancing Governance While Preserving MarinMap's Independence

While MarinMap's independence provides a strong foundation for neutrality, equity, and regional collaboration, there remains a significant opportunity to strengthen its governance practices. Enhancing governance does not require loss of autonomy; rather, it simply ensures that MarinMap's structure, operations, and strategic direction remain transparent, efficient, and accountable to all members. The following considerations outline how improved governance can complement MarinMap's independent model:

- **Formalized Governance Structures**
  - **Defined Roles and Responsibilities**: Establish clear governance documentation outlining the responsibilities of the Steering Committee, Executive Subcommittee, Program Director, contractors, and participating agencies.
  - **Decision-Making Protocols**: Develop transparent processes for how priorities are set, how resources are allocated, and how decisions are reached, ensuring all voices are heard.
  - **Succession Planning**: Introduce mechanisms for leadership continuity and institutional knowledge transfer, protecting the consortium from staff transitions.
- **Strategic Planning and Performance Accountability**
  - **Five-Year Strategic Plan**: Adopt a shared vision and multi-year roadmap with measurable objectives to guide MarinMap's regional work.
  - **Annual Work Plans and Progress Reports**: Continue to regularly publish plans and updates to promote transparency, track progress, and celebrate regional wins.
  - **Performance Metrics**: Identify key performance indicators (KPIs) such as service availability, project delivery timelines, and member satisfaction to evaluate MarinMap's effectiveness.
- **Inclusive Member Engagement and Representation**
  - **Rotating Leadership or Sub-Committees**: Ensure a balance of leadership opportunities among member agencies to foster shared ownership.

- **Stakeholder Advisory Forums**: Create space for regular input from planners, public works staff, emergency responders, and IT personnel across jurisdictions.
- **Onboarding and Training for Member Agencies**: Increase awareness and ensure new staff across agencies understand how to engage with MarinMap tools, resources, and governance.

- **Transparent Financial Oversight**
  - **Shared Budgeting and Reporting**: Develop a clearly documented funding model and shared cost structure with regular financial reporting to member agencies.
  - **Grant Management Framework**: Implement consistent protocols for seeking, applying for, and managing external funding opportunities as a consortium.
  - **Resourcing Strategies**: Explore hybrid funding options (e.g., agency contributions, grants, revenue generation) to ensure long-term viability.

- **Policy Development and Data Governance**
  - **Consortium Policies**: Establish regional GIS policies, including data standards, security, open data principles, and application lifecycle management.
  - **Data Stewardship Framework**: Define how data is created, maintained, and shared across jurisdictions to support accuracy, timeliness, and accountability.
  - **Technology Governance**: Ensure that shared systems (e.g., regional applications, address points) have defined ownership, maintenance plans, and upgrade schedules.

- **Legal and Organizational Clarity**
  - **Legal Agreements**: Refresh and standardize inter-agency agreements that define participation, resource-sharing, and governance commitments.
  - **Non-Profit or JPA Exploration** (if needed): Consider whether evolving MarinMap's legal structure would strengthen grant eligibility, insurance coverage, or contract authority.

Summary

Governance improvements should not compromise MarinMap's independence but rather reinforce it. By adopting clear structures, policies, and accountability mechanisms, MarinMap can enhance trust, transparency, and performance across its

membership. A well-governed independent consortium is not only more resilient but also better positioned to lead in innovation, attract funding, and deliver value to the region.

Implementation Roadmap

To operationalize the recommendations outlined in the Move Forward Strategy, a structured implementation framework is necessary. This framework prioritizes key initiatives across governance, technology, and funding, while establishing clear responsibilities and a phased timeline to guide execution. The goal is to modernize MarinMap's operational model while preserving the collaborative, cost-effective delivery of GIS services to member agencies.

This roadmap will support MarinMap in strengthening its governance structure, transitioning to a sustainable technical environment, and securing long-term financial viability.

Priority Focus Areas

Based on the assessment findings and stakeholder input, the following initiatives are identified as immediate priorities:

1. **Governance and Leadership**
    a. Revise the contract between Marin County and MGSA to formalize roles in infrastructure support and service delivery.
    b. Re-establish the authority of the MarinMap Steering Committee in strategic decision-making.
    c. Initiate a succession plan for the Program Director to ensure continuity in program leadership.

7. **Technology and Infrastructure Modernization**
    a. Transition MarinMap's infrastructure from County-hosted environments to ArcGIS Online (AGOL) and ArcGIS Hub Premium.
    b. Develop and implement formal data governance standards to ensure consistency, accuracy, and accountability across member agencies.
    c. Hire a GIS Technician to provide technical assistance, support the AGOL migration, and assist smaller agencies with training and data management.

8. Funding and Financial Stability

a. Reassess the existing membership fee structure to ensure fair and proportional contributions.
b. Pursue grant opportunities for infrastructure upgrades, data-sharing initiatives, and regional GIS collaboration.
c. Establish a reserve fund to support long-term system maintenance and future investments in GIS technology.

Phased Implementation Timeline

The Move Forward Strategy will be implemented over a 12–18 month period, with ongoing monitoring to ensure continuous alignment with program goals.

Phase 1: Planning and Assessment

🗓️ *Timeline: Months 0–3*

- Conduct stakeholder meetings with MGSA, Marin County IST, and the MarinMap Steering Committee to finalize contract scope.
- Draft a detailed migration plan for transitioning to ArcGIS Online (AGOL) and ArcGIS Hub Premium.
- Establish a funding reform committee to evaluate the current membership fee structure and recommend improvements.

Phase 2: Governance Implementation

🗓️ *Timeline: Months 3–6*

- Approve and implement the contract between Marin County and MGSA.
- Reaffirm the decision-making authority of the Steering Committee and clarify the role of the Executive Subcommittee.
- Initiate succession planning for the Program Director, including the development of a phased transition and training process.

Phase 3: Technology Transition

🗓️ *Timeline: Months 6–12*

- Begin migration of MarinMap's infrastructure from County-hosted SQL Server to AGOL and ArcGIS Hub Premium.
- Hire a GIS Technician to support data migration, member agency training, and ongoing technical assistance.
- Implement data governance standards, including metadata requirements, update protocols, and role-based access policies.

Phase 4: Funding Model Adjustments

🗓️ *Timeline: Months 12–18*

- Finalize and adopt a revised, equitable membership fee structure based on usage, support level, and agency size.
- Identify and apply for regional, state, and federal grant opportunities to support GIS innovation and infrastructure upgrades.
- Establish a financial reserve to support system maintenance, staff capacity building, and technology investments.

Phase 5: Monitoring and Continuous Improvement

🗓️ *Timeline: Ongoing (post-implementation)*

- Conduct quarterly progress reviews to assess implementation milestones and make mid-course corrections as needed.
- Perform annual evaluations of the contract, governance structure, and leadership model to ensure continued alignment.
- Conduct semi-annual GIS audits to validate data accuracy and monitor AGOL system performance.
- Review financial contributions, assess reserve adequacy, and track external funding progress.

Assigned Responsibilities by Stakeholder Group

To ensure successful execution, each initiative requires clear leadership and coordinated involvement across entities. The following roles and responsibilities for the implementation of the strategic objectives are recommended:

- **MGSA Board and Executive Subcommittee**
  - Approve the finalized contract and governance reforms
  - Oversee Program Director succession planning
  - Review and approve updates to the funding model
- **MarinMap Steering Committee**
  - Lead implementation of data governance standards
  - Oversee AGOL and ArcGIS Hub migration
  - Monitor financial performance and identify grant opportunities
- **Marin County IST Department**
  - Provide technical assistance during infrastructure transition
  - Collaborate in defining contract service boundaries and responsibilities
- **GIS Technician (New Role)**
  - Support data migration and AGOL integration
  - Assist member agencies, especially smaller jurisdictions, with data updates, configuration, and user training
- **Member Agencies**
  - Align internal practices with new data-sharing and governance policies
  - Engage in funding discussions and contribute feedback on service needs

Monitoring Framework and Continuous Improvement

To ensure long-term success, MarinMap should implement a formal monitoring process to track progress and adapt as needed:

- **Quarterly Progress Reporting**
  - The Steering Committee will document progress toward key milestones, flag implementation barriers, and recommend mid-course corrections.
- **Annual Contract and Governance Review**
  - Conduct a formal review of the contract and governance structure to assess effectiveness, identify gaps, and recommend policy adjustments.

- **Technology Audits and Data Validation**
  - Perform semi-annual system checks on AGOL operations and data integrity to maintain high service standards.
- **Financial Performance Evaluation**
  - Assess the sustainability of the membership fee structure and reserve fund
  - Monitor and report on external funding pursued and awarded

By following this implementation roadmap, MarinMap will position itself for greater resilience, improved service delivery, and enhanced regional collaboration. Through coordinated action and regular evaluation, MarinMap can ensure that its governance, technology, and funding systems remain aligned with the evolving needs of its member agencies and the broader public it serves.

Summary

The MarinMap Moving Forward Strategy provides a comprehensive roadmap to ensure the long-term success of the program by addressing governance inefficiencies, modernizing technology, and securing financial sustainability. By implementing clear decision-making structures, defining roles and responsibilities through updated contracts, and strengthening data governance, MarinMap can continue to provide high-quality GIS services to its member agencies. A phased implementation plan ensures a structured transition, allowing MarinMap to gradually migrate to ArcGIS Online (AGOL), improve data management, and establish a sustainable funding model that equitably distributes costs among all participating agencies.

Regional collaboration and shared responsibility are essential to MarinMap's future. As a cooperative GIS initiative, its success depends on the active participation of all member agencies, ongoing support from Marin County, and a commitment to maintaining accurate and accessible GIS data. Strengthening partnerships with municipalities, public agencies, and external stakeholders will help MarinMap expand its capabilities, secure grant funding for GIS innovation projects, and improve public access to geographic data. Encouraging a culture of collaboration will also reduce redundancies, enhance emergency response coordination, and support informed decision-making across the region.

At the core of this strategy is a commitment to sustainable and transparent governance. By reinforcing the role of the Steering Committee, clarifying the responsibilities of the Executive Subcommittee, and introducing structured monitoring mechanisms, MarinMap will ensure accountability and adaptability to evolving needs. Regular governance reviews, financial audits, and technology assessments will help maintain operational efficiency and responsiveness. Through these efforts, MarinMap will remain a valuable regional GIS resource, fostering innovation, enhancing public services, and supporting long-term regional planning.

Agenda Item G

Marin General Services Authority

900 Fifth Avenue, Suite 100
San Rafael, CA 94901
415.446.4428
maringsa.com

MEMORANDUM

DATE: November 13, 2025

TO: MGSA Board of Directors

FROM: Christine O'Rourke, MCEP Sustainability Coordinator

SUBJECT: Second Addendum to the Professional Services Contract with Marin County dated October 20, 2020, for PG&E - Energy Watch Partnership Funds for the Marin Climate and Energy Partnership (MCEP)

Recommendation

By motion, pass Resolution 2025-05 to Authorize the Executive Officer to execute a professional services contract with the County of Marin for funds for the Marin Climate & Energy Partnership (MCEP) Program.

Discussion

The County of Marin has secured funding through the PG&E – Marin Energy Watch Partnership to continue development of annual community greenhouse gas emissions inventories and climate action plan updates for Marin's local governments for the next two years. The County has been funding MCEP for this type of work since 2012. MGSA and the County of Marin wish to enter into a second addendum to a Professional Services Contract originally dated October 20, 2020, for technical services relating to inventory tracking and reporting in the original amount of $75,000. The addendum provides an additional $75,000, for a total amount not to exceed $246,750, which will come from the Marin Energy Watch Partnership. The addendum extends the term of the agreement to December 31, 2027. Under the agreement, MCEP will develop community greenhouse gas emissions inventories for all Marin jurisdictions for the inventory reporting years of 2024 and 2025 and update the MCEP website with the inventory results. MCEP will also develop energy efficiency and renewable energy measures for Climate Action Plan updates for the cities and towns on an as needed basis.

MGSA will continue to function as a service provider to the County. The actual work will be provided by Christine O'Rourke, the MCEP Sustainability Coordinator, under contract to MGSA. This contract has been reviewed by Dave Byers, who has approved the contract as to form.

The draft addendum to the professional services contract with the County of Marin and draft resolution are attached to this staff report.

Attachments

- **Attach G1** – Second Addendum to Professional Services Contract with Marin County for PG&E - Energy Watch Partnership Funds

- **Attach G2** – Resolution 2025-05: Professional Services Agreement with the County of Marin / Energy Watch Partnership

COUNTY OF MARIN

**SECOND ADDENDUM TO CONTRACT
BY AND BETWEEN THE
COUNTY OF MARIN AND MARIN GENERAL SERVICES AUTHORITY**

THIS SECOND ADDENDUM is made and entered into the 9th day of December 2025, by and between the COUNTY OF MARIN, a political subdivision of the State of California (hereinafter referred to as "County") and MARIN GENERAL SERVICES AUTHORITY (hereinafter referred to as "Contractor")

RECITALS

WHEREAS, County and Contractor entered into a Professional Services Contract on October 20, 2020 ("Original Contract") for technical services relating to climate inventory tracking and reporting and climate action plan development as part of the Marin Energy Watch Partnership; and

WHEREAS, the Original Contract was amended on April 18, 2023; and

WHEREAS, Section 5, Time of Contract of the Contract obligated Contractor to complete the services by December 31, 2025; and

WHEREAS, Section 4 and Exhibit B of the Contract obligated Contractor to provide services set forth in Exhibit A for a total contract amount of $171,750; and

WHEREAS, the parties desire to amend the Contract to increase the Contract amount by an additional $75,000 for a not to exceed amount of $246,750; and to extend the time to complete the services to December 31, 2027;

NOW, THEREFORE, the parties agree to Exhibit B, Section 4, and Section 5 as set forth below.

AGREEMENT

1. Except as otherwise provided herein all terms and conditions of the Contract shall remain in full force and effect. In the event of a conflict between the Contract and this Second Addendum, the Second Addendum shall control.

2. ☒ Updated Certificate of Insurance(s) attached hereto.

3. Section 4 is hereby amended as follows: In no event will the cost to County for the services to be provided herein exceed the maximum sum of $246,750 including direct non-salary expenses

4. Section 5 is hereby amended as follows: The Contract shall terminate on 12/31/2027.

5. Exhibit B, Fees and Payment Schedule is hereby amended to read as follows:

The maximum compensation for labor, travel and materials is not to exceed $246,750, this is an increase of $75,000. The Sustainability Coordinator will bill at a rate of $150.00 per hour.

IN WITNESS WHEREOF, the parties hereto have executed this first Addendum on the day first written above.

CONTRACTOR:	COUNTY OF MARIN:
By_____	_____
Marin General Services Authority	President, Board of Supervisors

COUNTY COUNSEL REVIEW AND APPROVAL ***(required if template content has been modified***

_____

County Counsel

COUNTY OF MARIN

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CONTRACTOR:	COUNTY OF MARIN:
By_____	_____
Marin General Services Authority	President, Board of Supervisors

COUNTY COUNSEL REVIEW AND APPROVAL ***(required if template content has been modified***

_____

County Counsel

Attachment G2

Marin General Services Authority

900 Fifth Avenue, Suite 100
San Rafael, CA 94901
415.446.4428
maringsa.com

PROFESSIONAL SERVICES AGREEMENT
WITH THE COUNTY OF MARIN/ENERGY WATCH PARTNERSHIP

RESOLUTION 2025-05

WHEREAS, the County of Marin has agreed to provide funding from its Energy Watch Partnership for technical services relating to climate inventory tracking and reporting and development of energy measures for climate action plans; and

WHEREAS, the MGSA wishes to accept such funding on behalf of the MCEP; and

WHEREAS, the MGSA and the County of Marin wish to execute a second addendum to the professional services agreement dated October 20, 2020, for an additional $75,000 to complete this work through December 31, 2027.

NOW THEREFORE, BE IT RESOLVED, that the MGSA Board of Directors authorizes the Executive Officer to execute an addendum to the professional services agreement with the County of Marin for funding of services relating to climate inventory tracking and reporting, development of energy measures for climate action plans, and support for development of a Countywide Electrification Implementation Plan by the Marin Climate and Energy Partnership in an amount not to exceed $246,750.

Adopted this 13th day of November 2025.

Ayes:

Noes:

Absent:

_____
Andrew Poster, MGSA Board President

Attested By:

_____
Adam McGill, Executive Officer

DRAFT

COUNTY OF MARIN

**SECOND ADDENDUM TO CONTRACT
BY AND BETWEEN THE
COUNTY OF MARIN AND MARIN GENERAL SERVICES AUTHORITY**

THIS SECOND ADDENDUM is made and entered into the 9th day of December 2025, by and between the COUNTY OF MARIN, a political subdivision of the State of California (hereinafter referred to as "County") and MARIN GENERAL SERVICES AUTHORITY (hereinafter referred to as "Contractor")

RECITALS

WHEREAS, County and Contractor entered into a Professional Services Contract on October 20, 2020 ("Original Contract") for technical services relating to climate inventory tracking and reporting and climate action plan development as part of the Marin Energy Watch Partnership; and

WHEREAS, the Original Contract was amended on April 18, 2023; and

WHEREAS, Section 5, Time of Contract of the Contract obligated Contractor to complete the services by December 31, 2025; and

WHEREAS, Section 4 and Exhibit B of the Contract obligated Contractor to provide services set forth in Exhibit A for a total contract amount of $171,750; and

WHEREAS, the parties desire to amend the Contract to increase the Contract amount by an additional $75,000 for a not to exceed amount of $246,750; and to extend the time to complete the services to December 31, 2027;

NOW, THEREFORE, the parties agree to Exhibit B, Section 4, and Section 5 as set forth below.

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IN WITNESS WHEREOF, the parties hereto have executed this first Addendum on the day first written above.

CONTRACTOR:	COUNTY OF MARIN:
By_____	_____
Marin General Services Authority	President, Board of Supervisors

COUNTY COUNSEL REVIEW AND APPROVAL ***(required if template content has been modified***

_____

County Counsel

Attachment G2

Marin General Services Authority

900 Fifth Avenue, Suite 100
San Rafael, CA 94901
415.446.4428
maringsa.com

PROFESSIONAL SERVICES AGREEMENT
WITH THE COUNTY OF MARIN/ENERGY WATCH PARTNERSHIP

RESOLUTION 2025-05

WHEREAS, the County of Marin has agreed to provide funding from its Energy Watch Partnership for technical services relating to climate inventory tracking and reporting and development of energy measures for climate action plans; and

WHEREAS, the MGSA wishes to accept such funding on behalf of the MCEP; and

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Adopted this 13th day of November 2025.

Ayes:

Noes:

Absent:

_____
Andrew Poster, MGSA Board President

Attested By:

_____
Adam McGill, Executive Officer

DRAFT

Agenda Item H

Marin General Services Authority

900 Fifth Avenue, Suite 100
San Rafael, CA 94901
415.446.4428
maringsa.com

MEMORANDUM

DATE: November 13, 2025

TO: MGSA Board of Directors

FROM: Adam McGill, Executive Officer

SUBJECT: Election of 2026 Board Officers; 1) President and 2) Vice-President

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Recommendation

By two separate motions, elect a President and Vice President of the MGSA Board of Directors for the calendar year 2026.

Agenda Item I

Marin General Services Authority

900 Fifth Avenue, Suite 100
San Rafael, CA 94901
415.446.4428
maringsa.com

MEMORANDUM

DATE: November 13, 2025

TO: MGSA Board of Directors

FROM: Adam McGill, Executive Officer

SUBJECT: 2026 Marin General Services Authority Board Meeting Schedule

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Recommendation

Approve the schedule of MGSA Board meetings for the calendar year 2026.

Discussion

Per the MGSA JPA agreement, the MGSA Board policy has been to meet on the second Thursday of the odd-numbered months. The following are suggested for the 2026 Board meeting schedule:

- January 8, 2026
- March 12, 2026
- May 14, 2026
- July 9, 2026
- September 10, 2026
- November 12, 2026

Meetings typically begin at 10:00 a.m.