
BOARD MINUTES FOR MEETING OF NOVEMBER 9, 2017

The meeting came to order at the offices of the Transportation Authority of Marin, 900 5th Street, San Rafael at 10:04 a.m.

MGSA Board Members Attending: President Sean Condry, Vice President Jim Schutz, Members, Dan Eilerman, Andy Poster, Adam Politzer (arrived 10:05), Dan Schwarz and Regan Candelario were present.

Program Contractors Attending: Executive Officer Michael Frank and General Counsel David Byers.

A. Board Meeting Minutes of September 29, 2017 Special Meeting

Motion by Eilerman, seconded by Schutz to approve the minutes of the September 29, 2017 Special Meeting. Motion was approved 6 – 0 with Politzer absent.

B. Report from Executive Officer

The Executive Officer reported on activities since the last meeting. In particular, he mentioned that MGSA has started the animal care and control negotiations process. Dan Schwarz, Joe Chin, Dan Eilerman, and an analyst from the County are on the negotiations team. He also mentioned meetings with Ross and the County regarding streetlight maintenance and the possibility of Ross and/or Marin City CSD joining MGSA's Streetlight Maintenance program. Lastly, he provided an update on the status of streetlight ownership and communication with member jurisdictions.

C. Public Comment

No public Comment.

D. Election of New Officers

President - Nomination of Schutz by Politzer, seconded by Eilerman, was approved 7 – 0.

Vice President - Nomination of Eilerman by Politzer, seconded by Candelario was approved 7 – 0.

MGSA Board Meeting Minutes for November 9, 2017

E. 2017 MGSA Board Meeting Schedule (Frank)

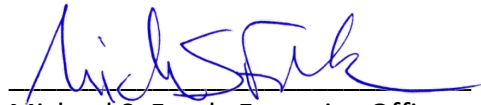
Approval of Board Meeting Schedule as outlined in the Agenda Packet. Motion by Poster, seconded by Politzer was approved 7 – 0.

F. MGSA Strategic Planning Retreat

The Board held a Strategic Planning retreat, the purpose of which was to have a broad discussion regarding the present status of MGSA, create a common understanding of history and programs, and develop a mission statement and strategic plan. The materials distributed at the retreat are attached to these minutes. The Board directed the Executive Officer to return at the next Board Meeting with a matrix to assist with further discussion of the direction of the organization.

G. Adjournment

The meeting adjourned at 2:00 p.m.



Michael S. Frank, Executive Officer



DRAFT Strategic Planning Retreat Agenda

Thursday November 9, 2017

10:00 am to 2:00 pm

- | | | |
|--------------|---|----------|
| I. | Agenda / Purpose Review [Michael Frank, Executive Officer] | 10:15 am |
| II. | Context Setting [Frank] | 10:20 am |
| III. | Program Review [Frank] | 10:30 am |
| | a. Abandoned Vehicle Abatement | |
| | b. Animal Care and Control | |
| | c. Marin Climate and Energy Partnership (MCEP) | |
| | d. MarinMap GIS | |
| | e. MCSTOPPP | |
| | f. Mediation | |
| | g. Streetlight Maintenance | |
| | h. Streetlight - Telecommunications | |
| | i. Taxicab Regulation | |
| | Break (Approximate) | |
| IV. | SWOT Analysis Lite [All] | 11:20 am |
| V. | Vision Discussion [All] | 11:50 am |
| | Lunch (Approximate) | |
| VI. | Purpose and Mission Development [All] | 12:40 pm |
| VII. | Goals and Strategic Plan Development [All] | 12:55 pm |
| VIII. | Next Steps [All] | 1:45 pm |
| IX. | Wrap Up | 2:00 pm |

2018 DRAFT STRATEGIC PLAN



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Background

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

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

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

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

DRAFT Mission Statement

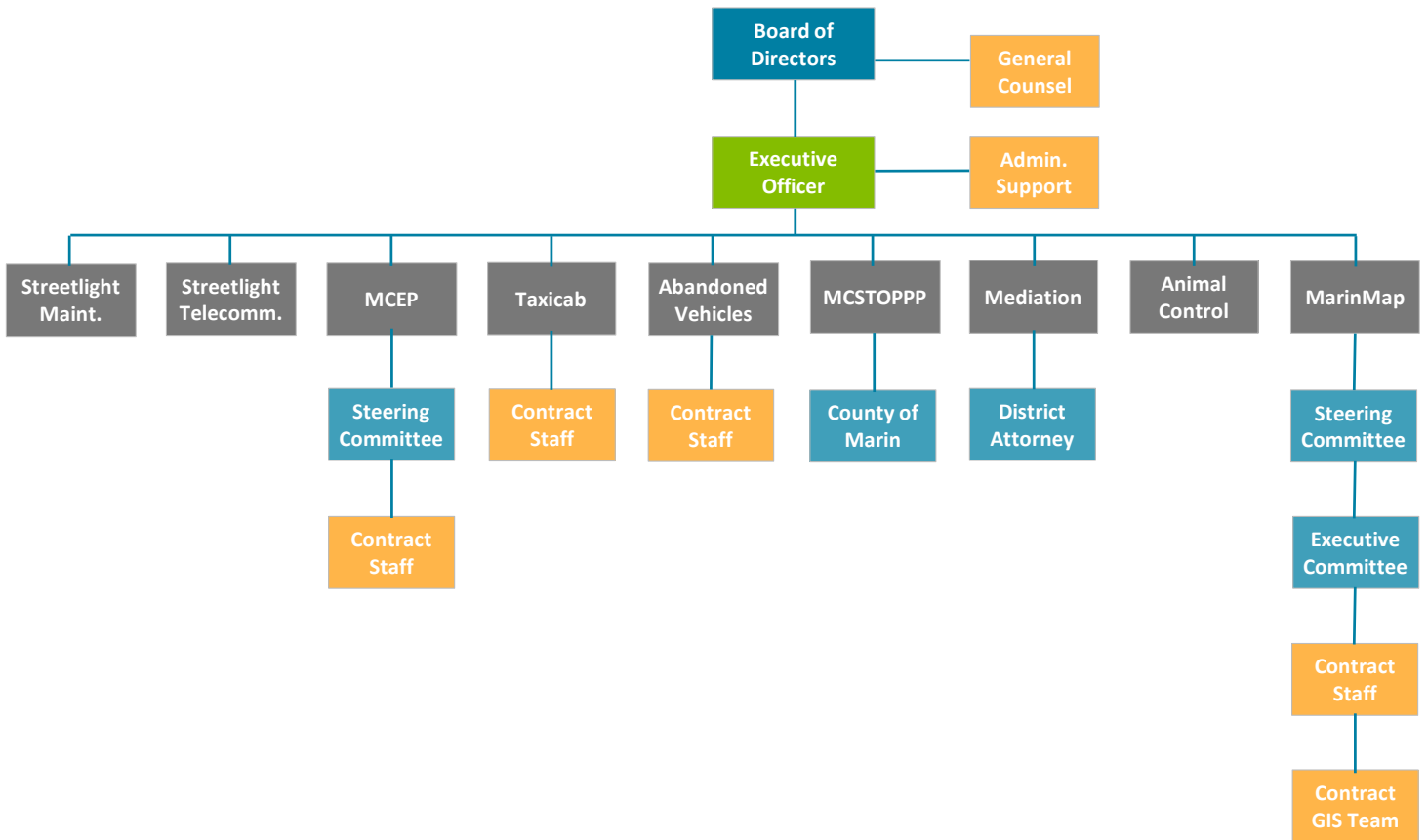
The Marin General Services Authority provides the development, management, and provision of a variety of services, both legally mandated and voluntary, in arenas that are more cost effective to provide collectively or are significantly enhanced through partnering for the benefit of the greater Marin community.

Governance

MGSA is a Joint Powers Authority with a governing board which includes the County Chief Administrative Officer or his/her designee, City Managers of San Rafael and Novato, City Managers from two other Marin County towns/cities, and two County/town/city Public Works Directors.

Staffing and Organizational Structure

MGSA has no employees. Programs are operated by contract to various individuals as well as private, public, and non-profit entities. An organization chart is below:



MGSA Programs

Abandoned Vehicle Abatement Program

The Abandoned Vehicle Program (AVAP) allows local authorities to remove an "abandoned" vehicle and to be reimbursed by the DMV fees paid for this purpose. The Program is in effect in all the cities, towns and County of Marin. Section 9250.7 of the California Vehicle Code (VC) establishes a funding source for the abatement of abandoned vehicles by a County-based Service Authority, pursuant to the provisions of Section 22710. The VC imposes a service fee of one dollar (\$1) on vehicles registered in the County. The fee is paid to the DMV at time of registration or renewal. A vehicle is considered to be "abandoned" if it is left on a highway, public property or private property in such inoperable or neglected condition that it may be reasonably concluded that its owner's intention is to relinquish all further rights or interests in the vehicle.

The MGSA is the Program administrator and is considered the County Service Authority under the law. In 1991, the County and cities/towns entered into an agreement with the Marin Street Light Acquisition Authority, the predecessor to MGSA, to serve as the administrator of the Program.

Animal Care and Control

In fiscal year 2014/15, MGSA took on assisting the County of Marin in the management of the Animal Care and Control contract with the Marin Humane Society (MHS). A three-year contract with MHS was negotiated and approved by the County Board of Supervisors in 2015. MGSA is provided \$20,000 annually for managing this contract for the County. In addition to assisting in negotiating the animal care and control contract with MHS, MGSA also invoices jurisdictions and is the interface with the MHS. Contract negotiations for a new contract will begin shortly.

The contract with MHS provides for MHS to implement all provisions of law relating to animal abuse and animal control and shelter services of the State. Such enforcement includes the dispatch and training of animal services officers. MHS licenses dogs and works to maximize compliance through use of computerized records, rabies reports from veterinarians, and coordination of license sales at the shelter and at other locations. MHS picks up dead wildlife, enforces provisions of dangerous animals' codes, and acts as an agent for the County Health Department for the purposes of quarantine of biting animals and guidelines relating to rabies control. MHS picks up stray dogs and other animals and either impounds the animals or returns them home and issues citations as appropriate.

Marin Climate and Energy Partnership

Since 2007, the Marin Climate and Energy Partnership (MCEP) program has been a collaboration of all Marin towns/cities, Marin County, Marin Municipal Water District, Marin Clean Energy, and the Transportation Authority of Marin. MCEP's mission is: *"To work collaboratively, share resources, and secure funding to: 1) discuss, study and implement overarching policies and programs, ranging from emission reduction strategies to adaptation, contained in each agency's Climate Action Plan; and 2) collect data and report on progress in meeting each partner member's individual greenhouse gas emission targets."*

Since the beginning of the program, grants and contracts for work on behalf of the MCEP members have been obtained in addition to voluntary contributions made by members to cover program activities. Funds have been used to complete baseline greenhouse gas inventories for all the Marin jurisdictions and to create a framework for continuing and coordinated climate action. MGSA serves as the fiscal agent for the grants and for all financial transactions.

Please see www.marinclimate.org.

MarinMap

MarinMap is a county-wide geographic information system (GIS), which maps municipal and utility infrastructure and Assessor's data. Marin County and all the towns and cities, and some utility, fire, and other districts participate in the program. MarinMap presently has 18 members representing 32 different public agencies including, LAFCO, the Transportation Authority of Marin, the fire districts in the County, and various public utility agencies.

Mapping is maintained by via contract with the County and consultants with the advice and direction of the MarinMap Steering Committee. Access to the mapping system may be found at www.marinmap.org.

The Program is funded by member dues. Geographic Information Systems (GIS) began in the late 1980's. MarinMap's inception as a GIS partnership among public entities goes back to 1997 when a federal grant was received to create a pilot program sharing electronic mapping data within a framework allowing for easy entry by multiple agencies. In 2001, with more agencies getting involved, a formal agreement was structured, as a Joint Exercise of Powers Agreement (JEPA), and placed under the direction of the Marin Telecommunications Authority (MTA). In 2006, MTA relinquished administration of MarinMap to MGSA and a new JEPA was approved in 2007. The purpose as stated in the new JEPA was to "...coordinate the development of a shared Geographical Information System to meet the informational needs of the public and each member agency in a cost effective and efficient manner."

MCSTOPPP

Marin's cities and towns, the County of Marin and the Marin County Flood Control and Water Conservation District began addressing stormwater pollution in the early 1990's. In 1993, they created the Marin County Stormwater Pollution Prevention Program (MCSTOPPP).

MCSTOPPP is administered by the Marin County Flood Control and Water Conservation District and staffed by Marin County Department of Public Works employees. The Marin General Services Authority provides budgetary and programmatic oversight. MCSTOPPP also receives review and advice from a Citizen's Advisory Committee (CAC). Finally, program objectives and implementation are reviewed on a monthly basis with Local Municipal Stormwater Coordinators.

MCSTOPPP's stated goals are to:

- Prevent stormwater pollution
- Protect and enhance water quality in creeks and wetlands
- Preserve beneficial uses of local waterways
- Comply with State and Federal regulations

Each MCSTOPPP member agency implements a local stormwater pollution prevention program and funds the countywide MCSTOPPP, which provides for the coordination and consistency of

approaches between the local stormwater programs. The countywide MCSTOPPP staff implement permit compliance tasks and track stormwater regulations on behalf of the member agencies. They also document local and countywide permit compliance efforts in annual reports to the San Francisco Bay Regional Water Quality Control Board. The annual reports include information on illegal discharge detection and elimination, street and storm drain cleaning, municipal and creek maintenance, stormwater and creek protection controls for development projects, business inspections, and public outreach, education and participation. In addition, MCSTOPPP provides technical assistance to member agencies and the public and implements a countywide outreach and education program.

Mediation

The Consumer Protection Unit of the Marin County District Attorney's Office Mediation Program handles consumer-business disputes, animal, neighborhood, and landlord-tenant disputes among others. It also provides education to consumers, retailers, neighbors, landlords, tenants and others and is a public resource for consumer rights information. This program is offered and available to residents of Marin who have experienced some difficulty in a business transaction or other dispute and assists the parties obtain a resolution of their dispute, short of going to court. MGSA's primary role is invoicing and collection of funds as well as coordinating communications with the Marin Manager's Association for the DA's Annual Report regarding the program.

Streetlight Maintenance

The MGSA, on behalf of the cities, towns, Special Districts, and the County of Marin owns the approximately 15,700 streetlights in Marin County (with the exception of Ross and Marin City). Streetlights require ongoing maintenance to assure proper operations. The MGSA administers maintenance through a contract with a private company. The MGSA currently has a master maintenance contract with DC Electric Group. MGSA also maintains insurance for the lights.

MGSA's predecessor, the Marin Street Light Acquisition Authority, took an eminent domain action against PG&E and acquired Marin's streetlights. The action saved jurisdictions more than \$500,000 in maintenance that first year. Maintenance savings continue to this day.

Streetlight - Telecommunications Equipment

During 2017, MGSA was contacted by two wireless communications service providers to access and use MGSA-controlled spaces on streetlight poles to install telecommunications equipment. Wireless communications companies are experiencing an exponential increase in data demand and are expanding their wireless networks to improve both broadband facilities' capacity and coverage.

Telecommunications law relating to pole attachments, both at the federal and State level, is in a state of flux, and further changes are likely. The MGSA approved agreements with Verizon Wireless and Mobilitie Inc. These agreements set the essential terms and conditions governing

the deployment of wireless antennas the most important of which is that they must get local jurisdiction land use approval and permits.

An application process for the providers has been developed to facilitate efficiency, ensure that MGSA knows what equipment is located on what poles, and allow for an evaluation of the safety of the proposed equipment. The process includes 1) Preauthorization, 2) Application including submittal of equipment specifications and safety studies, and 3) the payment of appropriate fees.

Taxi Regulation

MGSA administers a program which regulates all taxicab companies and drivers within the County of Marin. Pursuant to State law, the County, towns and cities have adopted ordinances creating the regulatory program and assigning responsibility for its implementation to the MGSA. All cab companies, drivers and vehicles are required to be permitted under the program. Taxicab drivers are given initial drug and alcohol tests and are required to undergo periodic, random testing. The Program does not apply to companies like Uber/Lyft which are governed by the CPUC.

Government Code Section 53075.5 requires local jurisdictions to protect the public health, safety, and welfare by adopting an ordinance or resolution regarding taxicab transportation. MGSA adopted a taxicab regulation program in 2006, and in November 2008, MGSA implemented the regulations.

The Program works to keep taxi drivers and companies in compliance with the Program regulations and ensuring that drivers are drug tested, have a California driver's license and pass a live scan (fingerprint) background check from the FBI and Department of Justice. Taxicabs must also have the necessary commercial auto insurance and possess commercial license plates.

2018 and Ongoing Strategic Plan Goals

MGSA Oversight & Administration

Item	Goal	Comments
Executive Oversight		
1	Provide effective management oversight of agency and nine programs	Ongoing
2	Represent the MGSA Governing Board in dealings with media, member agencies, other governing agencies, professional associations, community organizations, and residents	Ongoing
4	Maintain positive Board relations and new Board Member orientation	Ongoing
5	Review, analyze, and develop recommendations regarding legislation related to MGSA programs where appropriate	Ongoing
6	Evaluate staffing structure for efficiency and effectiveness	2018
7	Finalize MGSA Strategic Plan	2018
Information Technology		
8	Develop, maintain, and manage electronic file software that controls and monitors file access, backup, and security	Ongoing
9	Ensure appropriate staff is trained on an ongoing basis on access to County systems through a Virtual Private Network and the Munis County Financial System including invoicing, vendor set up, budget input and changes, and reporting	Ongoing
10	Evaluate agency website including underlying platform and content management software	2018
11	Restructure the MGSA website presentation of Board Reports for ease of use and clarity, and research the ability to provide a search feature	2018
12	Evaluate options for the inevitable discontinuance of Marin IT and network connection by the new landlord	2018
Finance		
13	Accurately handle all financial transactions including accounts payable, accounts receivable, invoicing, grants management, and jurisdiction/agency allocation of costs	Ongoing

14	Retain and work with financial accounting and auditing firm to develop, review, and produce the Annual Year-End Financial Report	Ongoing
15	Manage budget process for MGSA and all programs that is transparent and allows the Board an opportunity to discuss appropriate policy issues	Ongoing
16	Ensure compliance with all contract and other documents for federal, State, and County grants including all reporting and payment processing	Ongoing
17	Develop fund balance policies for all programs and financial accounts where appropriate	2018
18	Work with Auditor to further develop internal controls for cash handling and revenue reconciliation	2018
Human Resources		
19	Supervise and manage ongoing contract staff support and coordination of programs	Ongoing
20	Recruit and manage orientation process for new contractors as needed	Ongoing
21	Develop and maintain operating manuals for program support roles	2018
Property Management		
22	Manage office lease and resolve property related issues including IT, phone, mail delivery, and building signage	Ongoing
23	Finalize office move including set-up, appropriate MGSA office signage, and file box storage	2018
Risk Management		
24	Manage insurance acquisition and renewal	Ongoing
25	Review and evaluate existing insurance coverage and research any other potential insurance needs and review with Board	2018
Board Management / Clerk Functions		
26	Maintain required hard copy records as well as electronic records systems which are secure and backed up	Ongoing
27	Complete all required official filings including Form 700, LAFCO, and State Controller reporting	Ongoing
28	Manage the MGSA Board Agenda Process such that all agendas, staff reports, minutes, and resolutions are accurate, informative, and clear	Ongoing

29	Respond to public information requests and Grand Jury inquiries where appropriate	Ongoing
30	Develop and maintain consistent logo, letterhead, business cards and communication materials	Ongoing
31	Review records management and destruction policies and update if needed	2018

Taxi Regulation

Item	Goal	Comments
1	Ensure that MGSA member agencies are in compliance with California State law	Ongoing
2	Maintain a permit and fee structure that is fully cost recovery	Ongoing
3	Mediate disputes if possible between local taxi drivers and companies in order to reduce local impacts on residents and public safety resources.	Ongoing
4	Monitor Lyft/Uber legislative activity to understand any impacts to local taxi activity and regulation	Ongoing
5	Facilitate, where appropriate, taxi pickup locations in order to minimize local disruption	2018; e.g. San Rafael Golden Gate Transit Center move and SMART construction
6	Research non-check and non-cash options for Taxi Regulation Program permit payments	2018

Marin Climate and Energy Partnership

Item	Goal	Comments
1	Provide oversight to MCEP program contractor	Ongoing
2	Provide guidance and input to the MCEP Executive and Steering Committees	Ongoing
3	Monitor numerous federal grant terms for MGSA/MCEP compliance	Ongoing
4	Enter into sub-contracts and process invoices for MCEP grants	Ongoing

MCEP Steering Committee Adopted Goals

5	Utilize the MCEP Communications Plan to promote Climate Action Plan programs such as Deep Green, PACE, transportation demand management, energy efficiency, and zero waste	2018
6	Update Climate Action Plans and/or develop content for General Plans for San Anselmo, Tiburon, Larkspur, Mill Valley and San Rafael	2018
7	Develop community and municipal inventories for Marin jurisdictions	2018
8	<p>Implement the federal CEC grant with Resilient Neighborhoods to implement outreach and education programs of members' CAPs. The approved scope of work for RN includes:</p> <ul style="list-style-type: none"> • Update surveys and websites • Develop a marketing and outreach plan and communication templates to enroll households in EcoTeams • Develop training resources and train coaches to lead EcoTeams • Conduct EcoTeam meetings to educate households on actions to reduce energy use and greenhouse gas emissions resulting from energy and water use, waste disposal, transportation, and consumption, and to prepare for emergencies and build a climate movement • Track data and evaluate the program results 	2018

MCSTOPPP

Item	Goal	Comments
1	Provide budgetary and high level programmatic oversight and coordination with local jurisdictions	Ongoing
2	Work with County and MCSTOPPP staff on annual budget which is reviewed and recommended annually by the MGSA Board to the Marin County Flood Control District	Ongoing
3	Work with new MCSTOPPP Program Manager on issues of shared services for member jurisdiction and future budget strategies	2018

MarinMap

Item	Goal	Comments
1	Provide management, financial, and contract support and oversight to the MarinMap Program	Ongoing
2	Staff and facilitate the MarinMap Steering Committee and the Executive Sub-committee meetings	Ongoing
3	Resolve various program issues that surface or intercede with various agencies if needed	Ongoing
4	Work with County Assessor to provide needed information to MarinMap and local jurisdictions	Ongoing
MarinMap Steering Committee Goals		
5	Provide improved customer service to customers seeking geographical information	2018
6	Reduce the cost of service to taxpayers and ratepayers	2018
7	Improve infrastructure maintenance	2018
8	Enhance emergency response and disaster planning	2018
9	Reduce negative environmental impacts and manage natural resources	2018
10	Provide the opportunity for better decision-making	2018
11	Encourage cooperation among public agencies, reducing redundancies, improving efficiency and minimizing conflicts	2018

Mediation

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

Animal Care & Control

Item	Goal	Comments
1	Manage contract with the Marin Humane Society for county-wide animal care and control including coordinating	Ongoing

	inquiries/complaints from the public or from member cities and towns	
2	Prepare annual budget including coordinating allocation methodology with Marin Humane Society and with County budget staff	Ongoing
3	Respond to animal control policy issues and work with County Counsel relative to any needed changes to the Animal Control Ordinance	Ongoing
4	Negotiate a new contract with the Marin Humane Society with assistance from participating member jurisdictions	2018
5	Evaluate any benefit of having MGSA take over all animal care and control functions from the County	2018

Abandoned Vehicle Abatement

Item	Goal	Comments
1	Manage and administer the Program in an accurate and equitable manner	Ongoing
2	Claim all available program monies from the State that originate from Marin's motor vehicle owners and distribute	Ongoing

Streetlight - Maintenance

Item	Goal	Comments
1	Manage streetlight contractor's contract including getting input from public works directors and implementing rate changes as outlined in contract	Ongoing
2	Get input from the Public Works Directors by June 30, 2018, and either exercise two-year option in existing contract or issue RFP and negotiate contract of awarded county-wide electrical contractor	2018
3	Ensure all MGSA streetlight assets are inventoried and proper transfer of ownership from local agencies is documented	2018
4	Facilitate accurate inventory of streetlights between PG&E, DC Electric, and MarinMap GIS	2018
5	Coordinate with Ross and the County on any desired actions related to moving streetlights owned and covered by PG&E's maintenance to MGSA control	2018

6	Develop and implement an annual process for all member jurisdictions to transfer streetlights added during the year to the MGSA inventory	2018
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Streetlight – Telecommunications Equipment

Item	Goal	Comments
1	Monitor legislation regarding telecommunications equipment and its requirements or not related to MGSA	Ongoing; e.g. SB 649 reborn
2	Resolve any issues arising with carriers, MGSA's electrical contractor, and local jurisdictions	Ongoing
3	Ensure Agreement responsibilities are being met by carriers including collecting annual fees and all streetlight application processing fees	Ongoing
4	Negotiate, if directed by Board, agreements with additional telecommunications carriers and providers	Ongoing
5	Review and process invoices for MGSA's streetlight vendor review of application packets	Ongoing
6	Review a) preauthorization forms and track use of poles by carriers and b) per pole application packets submitted by carriers and resolve any issues or concerns raised by MGSA's streetlight vendor or issues with local jurisdiction permits	Ongoing
7	Develop policy and process to distribute carrier fees to local agencies as determined by the MGSA Board	2018
8	Develop processes and procedures related to telecommunications equipment application processing including evaluating any needed additional staff support	2018