
MARIN GENERAL SERVICES AUTHORITY

ADOPTION OF THE FISCAL YEAR 2023/24 ANNUAL OPERATING BUDGET AND WORKPLAN

RESOLUTION 2023 - 04

WHEREAS, the Marin General Services Authority must adopt an annual spending plan for its operating budget; and

WHEREAS, the MGSA Board of Directors reviewed and considered a Proposed Budget and Workplan on May 11, 2023; and

WHEREAS, MGSA’s budget contains information regarding a series of programs including:

- Abandoned Vehicle Abatement
- Animal Care and Control
- Cable Franchise Television and Public, Educational, and Government Access
- Marin Climate and Energy Partnership
- MarinMap
- Mediation
- Streetlight Maintenance
- Streetlight Telecommunications
- Taxicab Regulation

WHEREAS, MGSA’s budget contains allocation methodologies for the funding of various programs; and

WHEREAS, MGSA’s budget identifies certain reserves to be “designated” for certain programs.

NOW THEREFORE, BE IT RESOLVED, THAT

1. The allocation methodologies and designated reserves are to be followed as outlined in the Proposed Budget Document.
2. The Marin General Services Authority hereby adopts its Operating Budget and Workplan for Fiscal Year 2023/24 as shown in the attached Exhibit A.

3. Data input discrepancies and conflicting or unclear financial terminology in the budget or resolution may be interpreted by agreement of the President of the MGSA Board of Directors, MGSA General Counsel and the MGSA Executive Officer.

Adopted this 11th day of May 2023.

Ayes: Alilovich, Blunk, Chanis, Eilerman, McGill, Poster, Zadnik

Noes: ~~Alilovich, Blunk, Chanis, Eilerman, McGill, Poster, Zadnik~~

Absent: ~~Alilovich, Blunk, Chanis, Eilerman, McGill, Poster, Zadnik~~


Greg Chanis (May 11, 2023 13:15 PDT)

Greg Chanis
President, MGSA Board of Directors

Attested By:



Michael S. Frank
Executive Officer

FY 2023/24 ADOPTED BUDGET AND WORKPLAN



DATE: May 11, 2023

TO: MGSA Board of Directors

FROM: Michael S. Frank, Executive Officer

SUBJECT: Fiscal Year 2023/24 Marin General Services Authority
Proposed Operating Budget and Workplan

Background

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

In partnership with Marin County, MGSA manages the Animal Care and Control Program contract and a management charge for that service is included in this Budget. From a financial perspective, MGSA budgets, invoices agencies, and transfers funds to the County accounts for this Program. MGSA plays a similar financial role with the Mediation Program run by the District Attorney. The revenue and expenses associated with these programs are not considered revenue or expense for MGSA and therefore do not show up in the JPA's audited financials.

The Cable Television Franchise and Public, Educational, and Government Access Program (CATV) was established beginning on July 1, 2020. At that time, MGSA assumed the program responsibilities previously managed by the Marin Telecommunications Agency. The MTA was dissolved as an agency as of June 30, 2020. The fund structure and program responsibilities are outlined later in this document.

This report proposes a budget for all five MGSA funds as well as describes and displays a detailed methodology for the allocation of various costs to JPA members for all programs. As part of MGSA's responsibilities, the Board reviewed the Marin County Stormwater Pollution Prevention Program's (MCSTOPPP) FY 2023/24 budget at its March 9th Board Meeting. By

Resolution 2023-02, the MGSA Board made a recommendation to the Flood Control / Board of Supervisors to approve the budget. MCSTOPPP's budget is not included in this report since those funds are part of the County's budget and are not under direct control of MGSA.

Discussion

This Budget development process is the fourth conducted since the beginning of the COVID-19 pandemic. The pandemic significantly impacted MGSA financially as well as operationally over the last three years. Civic life, however, has moved towards normalcy and this has meant increased stability for the Agency.

As the pandemic proceeded, took off, the bottom dropped out of the taxi industry impacting permit fee revenue and one of MGSA's larger revenue sources. Along with cuts, the FY 20/21 Budget reached into reserves for its balancing. Since then, expenditure budgets have been significantly reduced. With this Budget, MGSA continues to look for opportunities to reduce costs and financial impacts on its member agencies.

The overall contributions required to fund all of MGSA's programs have decreased by 11% in this Budget. This decrease is despite MGSA funding a new software contract on behalf of Marin jurisdictions for \$72,500. If this amount is removed, the reduction in contributions for the Agency's programs is a 26% reduction. The reduction is made possible by the use of General Fund reserves. If the newly adopted Animal Services Agreement by the County is considered, and the contract above is removed, overall contributions by jurisdictions increase 6.3%. Lastly, if we remove the one-time MERA radios in the Animal Services Program, overall contributions by jurisdictions are only increasing 2.1%.

One of the more complex issues with budgeting for MGSA is the numerous programs having very varied funding sources along with very varied allocation methodologies for jurisdiction funding. In addition, MGSA is sometimes acting as a passthrough of funds. For instance, the Abandoned Vehicle Abatement Program is approximately \$260,000 in budgeted expenditures. All those monies but \$12,000 is distributed out to jurisdictions. The same concept is also seen where franchise fees are collected by cable companies and distributed by MGSA.

Proposed Workplan

The MGSA Board reviewed and provided input into the FY 2023/24 Proposed Workplan and Initiatives at their March 2023 meeting. This Budget supports the Proposed Workplan included as **Exhibit A** at the end of this budget document.

MGSA General Fund (without MCEP)

Table 1 displays the present year's adjusted (or revised) budget [Adj Budget 2022/23], an estimate of what year-end expenditures and revenues are anticipated [Est Actual 2022/23], and the proposed budget for the upcoming fiscal year [Proposed 2023/24]. The final column is the difference between the current year's adjusted budget and the proposed budget [Bud 22/23 vs Prop 23/24].

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

To date, no budgets change has been made to the MGSA Budget adopted for FY 2022/23.

Table 1 – MGSA General Fund Budget (without MCEP)

	Adj Budget 2022/23	Est Actual 2022/23	Proposed 2023/24	Bud 22/23 vs 23/24 Prop
Beginning Fund Balance	256,330	268,381	316,296	59,966
Revenues				
Member Contributions	180,000	180,000	122,500	(57,500)
Taxicab Permit Fees	50,000	55,000	55,000	5,000
Management/Overhead Fees	61,777	65,042	69,223	7,446
Telecommunication Fees	30,000	-	30,000	-
Interest	700	2,500	2,500	1,800
Total Revenue	\$322,477	\$302,542	\$279,223	(43,254)
Expenditures				
Insurance	15,000	14,056	16,049	1,049
Contract Services	257,141	188,898	325,453	68,312
Legal	25,000	19,000	25,000	-
Audit/Accounting	15,500	11,600	15,500	-
Rent	7,600	12,360	13,500	5,900
Office Expense	11,000	8,713	11,153	153
Total Expenditures	\$331,241	\$254,627	\$406,655	75,414
Net	(8,764)	47,915	(127,432)	(118,668)
Ending Fund Balance	247,566	316,296	188,863	(58,702)

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

The “Member Contributions” line in **Table 1** is the amount needed to support the expenses (which have continued to be reduced) of the programs after other program specific revenues are considered. Member Contributions and their history are discussed in detail in the “Member Contributions” section of this document.

Administration - General

The budgeted expenditures for the administration of MGSA are increasing by approximately \$75,000. This is deceiving, however, since Marin jurisdictions decided to collectively purchase access to software for \$72,500 through MGSA. Once the software purchase is removed, increases are due to cost of living and contract increases (e.g., insurance). These increases are offset by a reduction in the base budget of \$10,000 for a part-time administrative staff person.

It is important to note that the costs of running MGSA are extremely low. The agency provides no benefits, including retirement, and has no offices (aside from a file storage space). Most programs have an overhead component which captures administrative costs and appropriately transfers those amounts to the General Fund.

Animal Care and Control

In mid-2014/15, MGSA took on assisting the County of Marin in the management of the Animal Care and Control contract with Marin Humane (MH). A three-year contract with MH was negotiated and approved by the County Board of Supervisors on January 10, 2023. Beginning at the fiscal year, we will be in the first year of the agreement with Marin Humane. There is an 8% increase. In addition, there is a one-time payment of \$146,000 for MERA radios for Animal Control Officers.

As mentioned previously, the contract amount, although invoiced by MGSA, is not located in the MGSA budget. It is part of the County's budget.

MGSA is provided approximately \$23,000 annually for managing this contract. In addition to facilitating the contract negotiations with MH, MGSA also invoices jurisdictions and is the interface with MH. Animal Services is 88% of what is proposed to be invoiced to jurisdictions in this budget and deposited with the County.

Mediation

The Mediation Program is managed out of the District Attorney's Office, however, invoicing and coordination with jurisdictions is handled by MGSA. These funds are not considered revenue or expense for MGSA and are invoiced and directly transferred to the District Attorney's Office upon receipt. As requested by the District Attorney's Office, the Program's contributions for FY 2023/24 are 5.3% higher than FY 2022/23. The Board receives a separate report from the District Attorney's Office on the Mediation Program and its costs.

Streetlight Maintenance Program

Aside from one GIS server, streetlights are MGSA's only asset. The Streetlight Maintenance Program was created in the mid-1980's and prompted the creation of MGSA's predecessor JPA. Because each jurisdiction makes decisions about streetlights in their locale and pays for all maintenance and replacement expenses under MGSA's master contract, the Program is mostly absent from MGSA's Budget. The exception is administrative overhead charged to jurisdictions. For 2023/24, the Streetlight Program overhead is \$22,000 and is included in the "Member

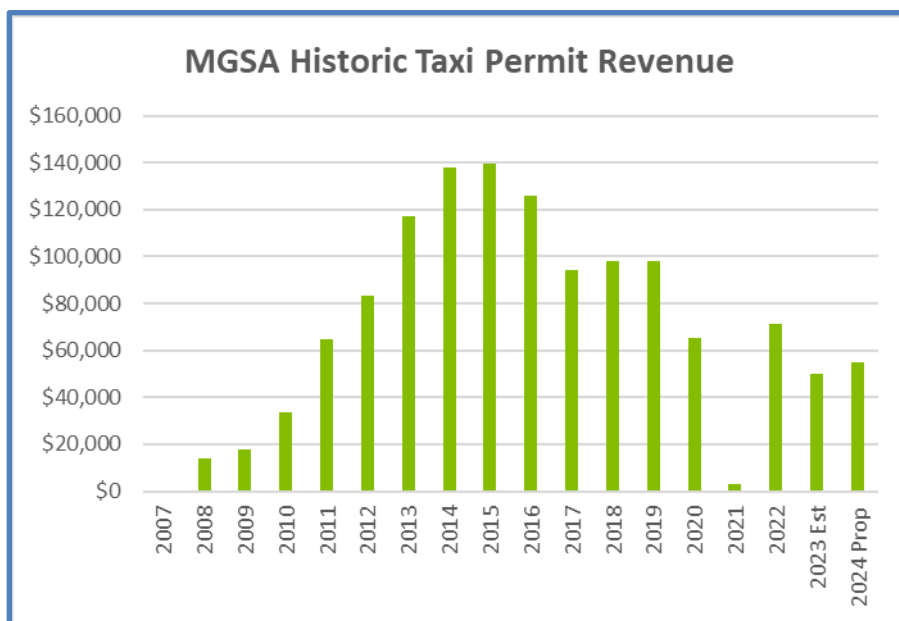
Contributions” line. Costs for the maintenance and replacement of individual streetlights are borne by the local jurisdiction. The overhead charged goes towards: 1) the management of the program including negotiating and managing the maintenance contract for approximately 16,000 streetlights owned by MGSA; 2) tracking all streetlight assets and transferring ownership to MGSA where there are new lights or changes in existing lights; and 3) addressing issues and opportunities that surface with residents or jurisdictions.

Streetlight Telecommunications Program

MGSA has signed master license agreements with five telecommunications companies. The agreements allow equipment on MGSA owned poles assuming permits are issued from local member jurisdictions. The agreements set up a per pole processing fee and then ongoing lease revenue for use of the poles. MGSA has not seen any applications to date. For this program in FY 2023/24, \$30,000 of revenue and \$30,000 in contract services expense is budgeted. This is the same as years’ past. The budgeted amounts allow the agency flexibility to act if any applications were to be submitted.

Taxicab Regulation Program

Taxi permit fees were structured to cover the cost of the Taxi Regulation Program. As seen in the graph below, the permit rates were phased in over time, peaking in 2015. The costs are primarily the contract administrator of the program, the production of the permits, and administrative overhead. With the advent of Uber and Lyft which are regulated by the State CPUC and not by MGSA, Program revenue has fallen dramatically compared with its peak. With COVID-19 and a dramatic decrease in travel, the taxi industry came to a virtual halt in 2021 and associated revenues with it. The MGSA Board waived taxi regulation fees for FY 20/21 to encourage those companies and drivers that were still surviving to get permits. The industry has returned and stabilized, albeit smaller, with 20 taxi companies. Staff is projecting \$55,000 in revenue for FY 2023/24.



General Fund Reserve Policy

The Proposed Budget anticipates \$188,863 in General Fund reserves at the end of the fiscal year. The General Fund reserve policy calls for a minimum of 15% of expenditures or \$60,998. Staff is recommending a healthy General Fund reserve to ease jurisdictions into future potential increases.

Marin Climate and Energy Partnership

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

The program is directed by a Steering Committee with representation from each of the members. The MGSA's role has been to assist in contract administration with grantors and contractors and to provide assistance in invoicing, collection of grant and member contributions, contracting and paying for MCEP services, and the Steering Committee. While MGSA serves primarily as a fiscal agent, the MGSA Board has final say on contracts and policy positions. To date, the Partnership has been funded by annual contributions, as well as several grants and contracts totaling nearly \$925,000 since 2007 from sources such as the Bay Area Air Quality Management District, the Marin Community Foundation, the California Energy Commission, Transportation Authority of Marin (TAM), and several contracts with the County through the PG&E-Marine Energy Watch Partnership.

Although a separate cost center is maintained for MCEP, the funds are placed in the MGSA's General Fund. The resources and expenditures are shown in Table 2. During FY 2023/24, MCEP will be providing technical services related to climate inventory tracking and reporting and development of Climate Action Plan (CAP) updates. Specifically, MCEP will develop community greenhouse gas inventories for all Marin jurisdictions for the inventory years 2021 and 2022. MCEP will prepare and present a report for jurisdictions identified in the scope of work and update the MCEP website and Sustainability Tracker with the new information. MCEP will also be working with Mill Valley and Novato on their CAP updates. Finally, MCEP will be assisting in the development of a countywide building electrification plan. This work is being paid for with \$37,000 in grant funding from the County through the Marin County Energy Watch Partnership.

Also, during FY 2023/24, MCEP will continue to conduct outreach for the Countywide Electric Vehicle Acceleration Strategy that furthers members' climate action plan goals for EV adoption. This work is being paid for with a \$54,000 grant from TAM that was awarded in January 2020.

The budget also includes a \$100,000 expenditure to partially fund the nonprofit Resilient Neighborhoods (RN), and this is the second year MCEP is providing funding to RN at this level. RN's FY 22/23 workplan included the following tasks and goals:

1. Provide online and in-person classes. Strive to graduate 300-350 residents between 7/1/22 and 6/30/23, with participants located in every jurisdiction.
2. Conduct outreach in all jurisdictions, including providing newsletter, social media, and website content; presentations to interested community groups, elected officials, and sustainability committees; and participation at local events.
3. Promote local utility and agency programs and resources, especially those offered by MCE, the Marin Municipal Water District, and the Transportation Authority of Marin.
4. Provide content, resources, local initiatives to ~ 1800 past participants.
5. Provide quarterly reports to the Marin Climate & Energy Partnership's steering committee on the progress of the outreach activities, number of participants graduating, and actions/pledges taken by program graduates.
6. Reach out to less represented populations to expand the diversity of team makeup and report on efforts and outcomes.

To date, RN has successfully completed these tasks, including conducting outreach in all jurisdictions and establishing a 2030 Climate Challenge. RN is on track to graduate approximately 180 people in FY 22-23, which is 50-60% of the goal. This is mainly due to some unexpected and significant staffing challenges over the past year, as well as the lingering impact of the pandemic. In FY 23-24, RN will be taking steps to increase enrollment. These include hiring an Associate Director to fill staffing shortages; expanding the program offering to include a shorter version with focused outreach to renters, vulnerable communities, and Spanish-speaking people; and tailoring the program for a homeowners' association that wants to be carbon neutral by 2025.

Table 2 – Marin Climate and Energy Partnership

	Adj Budget 2022/23	Est Actual 2022/23	Proposed 2023/24	Bud 22/23 vs 23/24 Prop
Beginning Fund Balance	\$32,956	\$32,682	\$50,582	17,626
Revenue				
Member Contributions	137,500	137,500	137,500	-
Grant/TAM	29,450	22,300	10,450	(19,000)
Grant/County-PG&E	25,000	25,000	37,000	12,000
Total Revenue	\$191,950	\$184,800	\$184,950	(7,000)
Expenditures				
Overhead	7,000	7,000	7,000	-
Contract Services	173,200	159,900	177,950	4,750
Total Expenditures	\$180,200	\$166,900	\$184,950	4,750
Net	\$11,750	\$17,900	\$0	(11,750)
Ending Fund Balance	\$44,706	50,582	\$50,582	5,876

MCEP Reserve Policy

The Proposed MCEP Budget anticipates \$50,582 in reserves at the end of the fiscal year. This meets the reserve policy which is a minimum of one year’s MCEP dues or \$37,500 (not including the supplemental RH funding).

Marin Abandoned Vehicle Fund and Program

The Marin General Services Authority serves as the Marin Abandoned Vehicle Abatement (AVA) Program administrator. The program reimburses members for some of the costs of abating abandoned vehicles. All program funds are received from a \$1.00 surcharge on vehicle registration, collected by the California DMV and passed on to Marin County. The two areas of expenditure include the administrative cost incurred for the program and the payments made to the towns, cities and County to fund the abatement of abandoned vehicles. The Program contributes \$12,000 annually towards administration by MGSA. AVA was recently reauthorized by MGSA, the County, and a majority of the jurisdictions in Marin making up a majority of the residents to continue the program for an additional 10 years. The Program is now authorized until April 2032.

Table 3 – Abandoned Vehicle Abatement Fund

	Adj Budget 2022/23	Est Actual 2022/23	Proposed 2023/24	Bud 22/23 vs 23/24 Prop
Beginning Fund Balance	\$7,837	\$7,811	\$7,811	(\$26)
Revenue				
Interest	50	60	50	-
DMV Reimbursement	260,000	235,283	260,000	-
Total Revenue	\$260,050	\$235,343	\$260,050	\$0
Expenditures				
Program Administration	12,000	12,000	12,000	-
Jurisdiction Payments	248,050	223,343	248,050	-
Total Expenditures	\$260,050	\$235,343	\$260,050	\$1,950
Net	\$0	\$0	\$0	(\$1,950)
Ending Fund Balance	\$7,837	\$7,811	\$7,860	\$23

Abandoned Vehicle Abatement Fund Reserve Policy

The AVA Program does not have a reserve policy since all funds received are ultimately distributed out to jurisdictions.

MarinMap Fund and Program

Table 4 is the Proposed FY 2023/24 Budget as recommended by the MarinMap Executive Committee. In general, the proposed expenditure budget is similar to previous years. Member dues went unchanged for 20 years apart from a rate holiday for members in FY 21/22 and a one-time reduction of dues by \$3,000 per member in FY 20/21. Over the years, the Program accumulated significant reserves and the rate reductions seemed appropriate given COVID and the uncertainty local jurisdictions were facing. Through the remainder of this fiscal year and into next, MarinMap will be looking at its Program, its future given technology changes, and appropriate funding levels including reserves. Dues for FY 2023/24 are at their historic levels.

Agency membership is to change in the proposed budget with the withdrawal of LAFCO from MarinMap, which results in an ongoing revenue reduction of \$10,000. However, the net member revenue is the same as the prior year because MWPA has joined. LAFCO may rejoin after strategic planning efforts are completed.

The MarinMap expenditure budget can be summarized as follows: the annual fixed costs to manage MarinMap (Matrix Team, Program Manager, maintenance and hardware) and GIS Projects which are developed with agency members and prioritized by the Executive Committee. In addition, \$7,000 is included in the Proposed Budget for MGSA overhead. The Executive Subcommittee identified Projects for the coming year in the amount of \$54,000. This represents the annual member allocation for projects, training, plus incomplete or reallocated projects carried over from FY 2022/23. The following are included in the proposed budget:

- A project for \$5,000 for strategic planning coordination and implementation for the MarinMap program following the Digital Marin strategic planning effort. These funds supplement the estimated \$32,000 identified to be spent in the current budget for developing the Strategic Plan with contractual assistance (GTG).
- A training budget in the amount of \$12,000. It is expected that increased training and training videos will be necessary to implement elements of the MarinMap Strategic plan, along with the expected change from Geocortex based applications to ESRI.
- A project for Digital Marin coordination of \$5,000. This is a placeholder in case additional effort is needed in the coming year.
- The annual \$12,000 set aside for the Member Allocation program. This continues the set aside of up to \$2,000 per agency for extra services that benefit the program at large.
- The annual \$5,000 set aside for technical services in the event MarinMap finds the need for data capture/analysis.
- \$15,000 is set aside for budgeted but unallocated projects. It is possible that new applications will be scoped after the strategic planning efforts and application conversion.
- As in past years, funds are being designated (\$7,500/year) for future orthophoto photographic needs. The Proposed Budget will have a total orthophoto designated reserve of \$37,500. In addition, funds are being designated (\$4,000/year) for any future server needs. The Proposed Budget has the server allocation designated in reserves of \$28,000.

Table 4 – MarinMap Fund

	Adj Budget 2022/23	Est Actual 2022/23	Proposed 2023/24	Bud 22/23 vs 23/24 Prop
Beginning Fund Balance	144,561	164,046	191,826	47,265
Revenue				
Member Contributions	162,000	162,000	162,000	-
Interest	500	1,500	1,500	1,000
Total Revenue	\$162,500	\$163,500	\$163,500	\$1,000
Expenditures				
	Adj Budget 2022/23	Est Actual 2022/23	Proposed 2023/24	Bud 22/23 vs 23/24 Prop
Executive Officer/Overhead	7,000	7,000	7,000	-
Program Administration	32,640	32,640	32,640	-
Other Contract Services	73,000	62,080	73,000	-
Projects	55,000	34,000	54,000	(1,000)
Total Expenditures	\$167,640	\$135,720	\$166,640	(\$1,000)
Net	(\$5,140)	\$27,780	(\$3,140)	\$2,000
Ending Fund Balance	\$139,421	\$191,826	\$188,686	\$49,265

MarinMap Reserves and Reserve Policy

The Fund Balance anticipated for year-end in the Proposed MarinMap FY 2023/24 Budget is \$188,686. As seen in Table 5 below, \$65,500 of that amount is designated. The amount in reserve, however, meets the proposed reserve policy which is a minimum of 20% of revenues plus any designated reserves.

Table 5 – MarinMap Designated Reserves

	Adj Budget 2022/23	Est Actual 2022/23	Proposed 2023/24	Bud 22/23 vs 23/24 Prop
Designated Reserves				
Set aside for ortho photo	30,000	30,000	37,500	7,500
Set aside for server purchase	24,000	24,000	28,000	4,000
Total	\$54,000	\$54,000	\$65,500	\$11,500

Cable Television Franchise and Public, Educational, and Government Access Program (CATV)

CATV Operating Fund

The Cable Television Franchise and Public, Educational, and Government Access Program (CATV) is MGSA's newest program and started on July 1, 2020. MGSA took over program responsibilities from the Marin Telecommunications Agency (MTA). The MTA was dissolved as an agency.

The MTA was formed in 1997 to oversee local cable television franchise agreements. In the early years, MTA was considered a potential telecommunications policy and operations oversight agency. In 2006, the State of California passed the Digital Infrastructure and Video Competition Act ("DIVCA"), which eliminated local cable television franchises and created the existing state franchise system. Additional changes to state and federal law have continued to erode local government regulatory control and oversight of telecommunications facilities.

Following extensive discussions, both the MTA and MGSA Boards decided the transition made sense from an efficiency and financial perspective given MTA's eroded policy making role over time. The collective financial benefit to member jurisdictions is significant.

Unlike many of MGSA's programs which are funded by member jurisdiction dues, CATV is funded by cable franchise fees. Fees are collected by MGSA, and then what is not Board approved for Program operations is distributed to member agencies (seen in the Table below as "Jurisdiction Payments"). Any reduction in Program operational expenditures is an increase in member revenue.

Starting in FY 22/23, following a year and a half of operations by MGSA, a cost allocation methodology was implemented. Direct costs are charged directly to the CATV Program. Executive Officer costs are allocated to CATV at 25%. Overall MGSA non-program office expenses and accounting time are charged to CATV at 35%. Budgeted CATV Program operational expenses have decreased again this fiscal year despite increases in cost-of-living contracts and expenses. Since taking over MTA following its dissolution June 30, 2020, costs for the responsibilities to the member agencies have **decreased by 52%**.

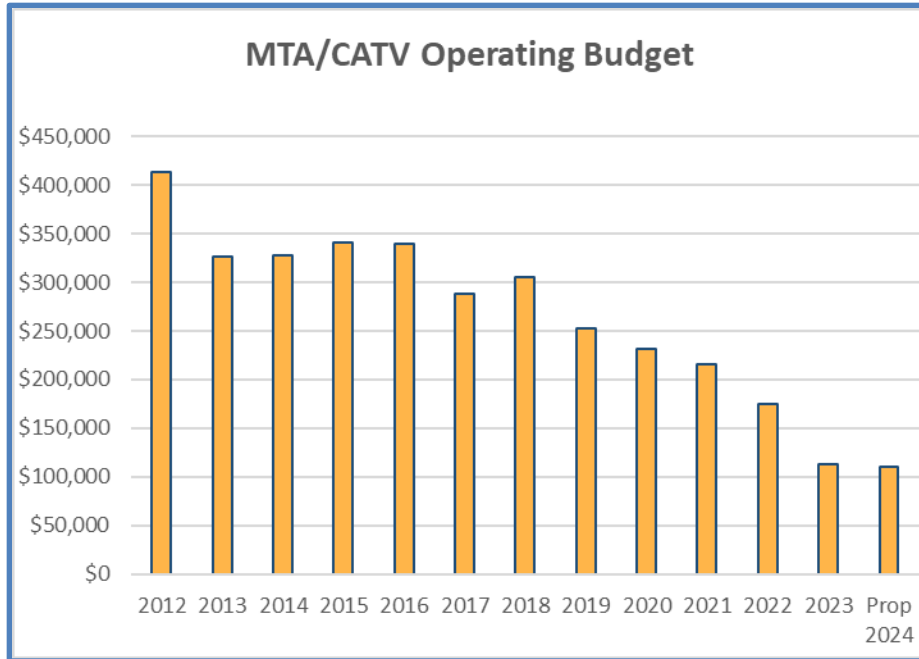


Table 6 – CATV Operating Fund

	Adj Budget 2022/23	Est Actual 2022/23	Proposed 2023/24	Bud 22/23 vs 23/24 Prop
Beginning Fund Balance	\$173,119	\$206,085	\$86,085	(87,034)
Revenue				
Interest	500	1,200	1,200	700
Franchise Fees	3,600,000	3,200,000	3,500,000	(100,000)
Other Revenue	9,200	9,442	9,500	300
Total Revenues	3,609,700	3,210,642	3,510,700	(99,000)
Expenditures				
MGSA/Program Administration	61,346	64,605	68,786	7,440
Broadband for Jurisdictions	20,000	7,000	10,000	(10,000)
Professional Services	26,353	11,353	26,920	568
Other Expenses	5,000	4,000	5,000	-
Jurisdiction Payments	3,617,002	3,243,684	3,399,994	(217,008)
Total Expenditures	3,729,700	3,330,642	3,510,700	(219,000)
Net	(\$120,000)	(\$120,000)	(\$30,424)	\$120,000
Ending Fund Balance	\$53,119	\$86,085	\$86,085	\$32,966

CATV Operating Fund Reserve Policy

Maintain a minimum of \$35,000 in order to maintain a positive cash flow with expenses given the timing of franchise fee payments.

Jurisdictional Franchise Fee Payments for FY 2023/24

Five percent franchise fees are paid by cable and video providers on a quarter basis. The providers in Marin are Comcast, AT&T, and Horizon. Comcast makes up the vast majority of the fees at approximately 94% of the total.

Franchise fee revenue of \$3,500,000 in the above chart is a decrease of \$100,000 compared to the FY 2022/23 budget. Franchise fees are anticipated to remain relatively flat. The decrease is to bring the budget authority closer to reality.

Table 7 – FY 23/24 Estimated Franchise Fee Payments

Member	Last 4 Available Quarters of Fees	%	Estimated Jurisdictional Franchise Payments
Belvedere	61,601	1.88%	64,027
Corte Madera	186,908	5.71%	194,271
Fairfax	123,607	3.78%	128,477
Larkspur (Not a member)	N/A	N/A	N/A
Mill Valley	274,335	8.39%	285,143
Novato (Not a member)	N/A	N/A	N/A
Ross	56,141	1.72%	58,353
San Anselmo	224,353	6.86%	233,191
San Rafael	936,546	28.63%	973,440
Sausalito	157,550	4.82%	163,757
Tiburon	194,420	5.94%	202,079
Marin, Unincorp	1,055,669	32.27%	1,097,256
Total	\$3,271,132	100%	\$3,399,994

CATV Public, Educational, and Government Fund (PEG)

As described above, the California Legislature adopted the Digital Infrastructure and Video Competition Act (“DIVCA”), which changed the manner in which video services are regulated by replacing local franchising with a state franchising system administered by the California Public Utilities Commission. DIVCA requires state franchise holders to offer at least three channels to each community in which they operate for public, educational, and governmental (“PEG”) programming.

DIVCA also authorizes local entities to adopt an ordinance imposing a fee on video service providers that hold a state franchise to support PEG programming facilities. The maximum amount allowed under state law is 1% of a franchise holder’s gross revenues. MGSA has passed

such an ordinance along with all member agencies passing resolutions delegating to MGSA the authority to collect their PEG fees.

The MTA designated the Community Media Center of Marin (CMCM) as a Designated Access Provider (“DAP”) to establish, operate, and manage a Media Center and the PEG access channels pursuant to the law. CMCM established a Media Center in downtown San Rafael. PEG fees are fully distributed to CMCM. They can only be used to support public access as outlined in the code.

Table 8 – CATV Public, Educational, and Government Fund (PEG)

	Adj Budget 2022/23	Est Actual 2022/23	Proposed 2023/24	Bud 22/23 vs 23/24 Prop
Beginning Fund Balance	\$1,148	\$1,166	\$1,166	\$18
Revenue				
Interest	500	30	30	(470)
PEG Fees	750,000	670,000	750,000	-
Total Revenues	\$750,500	\$670,030	\$750,030	(\$470)
Expenditures				
Community Media Center Contract	750,000	670,030	750,030	30
Total Expenditures	\$750,000	\$670,030	\$750,030	\$30
Net	\$500	\$0	\$0	(\$500)
Ending Fund Balance	\$972	\$1,166	\$1,166	\$194

PEG Fund Reserve Policy

Maintain a minimum of \$500.

Member Contributions for MGSA (Animal Services Included for Information Only)

The contributions shown in **Table 9A** below reflect the County, cities’, and towns’ share of MGSA programs’ costs. **Table 9B** includes the Animal Care and Control Program which MGSA manages on behalf of the County. The MGSA’s Joint Powers Agreement provides for funding the agency as described in the next section. The next section also outlines allocation methodologies related to each program.

Table 9A – Member MGSA Program Contributions for FY 2023/24

Member ¹	General Admin		Shared Contracts ²		Streetlights		MCEP		MarinMap		Mediation		MGSA Total	
	22/23	23/24	22/23	23/24	22/23	23/24	22/23	23/24	22/23	23/24	22/23	23/24	2022/23	2023/24
Belvedere	3,005	361	-	644	500	500	3,061	3,061	6,000	6,000	745	792	13,312	11,359
Corte Madera	6,496	1,167	-	2,075	1,016	1,024	5,223	5,223	9,000	9,000	3,618	3,819	25,354	22,308
County	42,525	7,584	-	37,167	2,821	2,828	20,664	20,664	10,000	10,000	24,128	25,508	100,138	103,752
Fairfax	3,856	684	-	1,212	808	810	4,536	4,536	6,000	6,000	2,705	2,825	17,905	16,066
Larkspur	7,843	1,437	-	2,554	1,073	1,104	5,811	5,811	9,000	9,000	4,399	4,873	28,126	24,779
Mill Valley	10,494	1,846	-	3,287	1,151	1,100	6,451	6,451	9,000	9,000	5,249	5,274	32,344	26,957
Novato	27,454	4,839	-	8,572	5,242	5,227	17,024	17,024	10,000	10,000	19,294	19,969	79,014	65,632
Ross	2,900	513	-	-	-	-	3,192	3,192	6,000	6,000	919	876	13,010	10,581
San Anselmo	7,368	1,319	-	2,341	903	905	5,946	5,946	9,000	9,000	4,577	4,815	27,794	24,327
San Rafael	31,614	5,721	-	10,138	6,087	6,100	18,526	18,526	10,000	10,000	21,289	23,061	87,516	73,546
Sausalito	5,857	1,026	-	1,829	899	901	4,497	4,497	9,000	9,000	2,653	2,693	22,906	19,948
Tiburon	8,588	1,502	-	2,681	500	500	5,068	5,068	9,000	9,000	3,411	3,410	26,567	22,161
BMK CSD	-	-	-	-	500	500	-	-	-	-	-	-	500	500
FCA	-	-	-	-	-	-	-	-	10,000	10,000	-	-	10,000	10,000
LAFCO	-	-	-	-	-	-	-	-	10,000	-	-	-	10,000	-
M. CSD	-	-	-	-	500	500	-	-	-	-	-	-	500	500
TAM	-	-	-	-	-	-	12,500	12,500	10,000	10,000	-	-	22,500	22,500
MCE	-	-	-	-	-	-	12,500	12,500	-	-	-	-	12,500	12,500
MMWD	-	-	-	-	-	-	12,500	12,500	10,000	10,000	-	-	22,500	22,500
MWPA	-	-	-	-	-	-	-	-	-	10,000	-	-	-	10,000
SASM	-	-	-	-	-	-	-	-	10,000	10,000	-	-	10,000	10,000
RVSD	-	-	-	-	-	-	-	-	10,000	10,000	-	-	10,000	10,000
TOTAL	\$158,000	\$28,000	\$0	\$72,500	\$22,000	\$22,000	\$137,500	\$137,500	\$162,000	\$162,000	\$92,986	\$97,914	\$572,486	\$519,914

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

² Shared Contracts - Voluntary participation in contract(s) for economy of scale. FY 23/24 includes Placer.ai with distribution methodology in document.

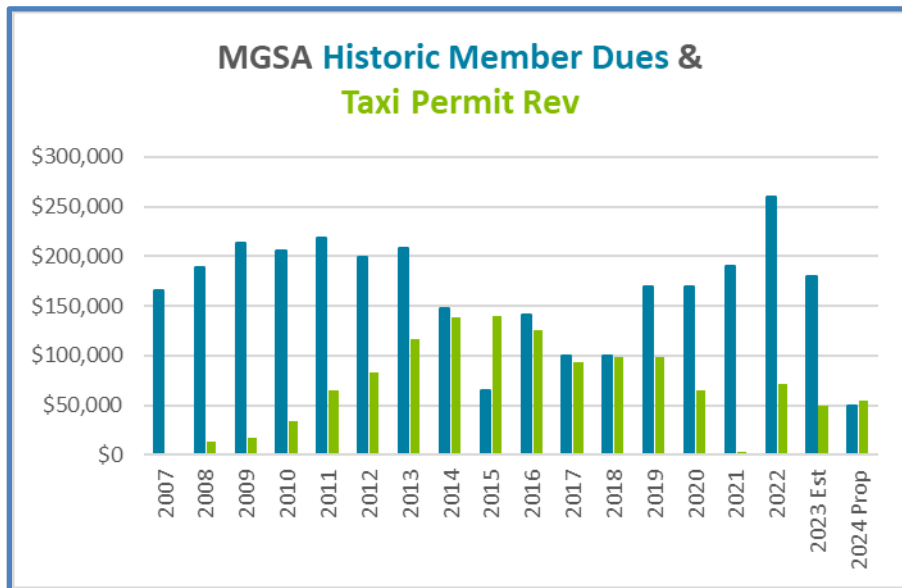
Table 9B – Member Program Contributions and Animal Services Payments for FY 2023/24

	MGSA Programs Total		Animal Services ²		Total Invoice Amount	
	22/23	23/24	22/23	23/24	22/23	23/24
Belvedere	13,312	11,359	27,275	29,088	40,587	40,447
Corte Madera	25,354	22,308	101,658	123,109	127,012	145,417
County ²	100,138	103,752	1,019,876	1,150,346	1,120,014	1,254,098
Fairfax	17,905	16,066	108,150	117,100	126,055	133,166
Larkspur	28,126	24,779	141,697	156,666	169,823	181,445
Mill Valley	32,344	26,957	184,502	201,789	216,846	228,747
Novato	79,014	65,632	727,965	767,558	806,979	833,189
Ross	13,010	10,581	40,171	38,407	53,181	48,988
San Anselmo	27,794	24,327	144,108	146,708	171,902	171,035
San Rafael	87,516	73,546	679,210	803,169	766,726	876,716
Sausalito	22,906	19,948	119,855	128,638	142,761	148,586
Tiburon	26,567	22,161	105,284	107,927	131,851	130,088
BMK CSD	500	500	-	-	500	500
FCA	10,000	10,000	-	-	10,000	10,000
LAFCO	10,000	-	-	-	10,000	-
M. CSD	500	500	-	-	500	500
TAM	22,500	22,500	-	-	22,500	22,500
MCE	12,500	12,500	-	-	12,500	12,500
MMWD	22,500	22,500	-	-	22,500	22,500
MWPA	-	10,000	-	-	-	10,000
SASM	10,000	10,000	-	-	10,000	10,000
RVSD	10,000	10,000	-	-	10,000	10,000
TOTAL	\$572,486	\$519,914	\$3,399,751	\$3,770,506	\$3,972,237	\$4,290,421

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

² Animal Control - County pays 30% of Program directly to Marin Humane and are not invoiced by MGSA. These #'s are included as information only since MGSA invoices for them.

The FY 2023/24 proposed General Fund operating budget, including the Streetlight Program overhead, is based on member contributions of \$50,000. The graph below shows historic member contributions as well as taxi revenue. Agency payments declined starting in 2014 due to the receipt of ongoing taxi revenue. Significant taxi revenue started to be received in 2012 but member contributions were not reduced at that time. The result was a larger accumulated General Fund balance. Over the following years, member contributions were kept lower using those reserves. The falloff of taxi revenues due to COVID-19 and stay-in-place orders resulted in a sharp increase in contributions in FY 2021/22. With the return of taxi revenues and their stabilization, and the use of excess fund balance, staff is recommending that agency contributions decrease by \$130,000. New agreed contracts is in addition to this contribution.



Member Contribution Methodology and Calculation

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

General

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

Table 10 – Member Contribution Share Calculation

Member	Assessed Value*	% AV	AV Share	Population	% Pop.	Popul. Share	Dues Share	Other Contracts*	TOTAL
Belvedere	1,631,090,982	0.02	248	2,080	0.01	113	361	644	\$1,005
Corte Madera	4,089,995,476	0.04	621	10,028	0.04	546	1,167	2,075	\$3,242
Fairfax	1,844,596,764	0.02	280	7,418	0.03	404	684	1,212	\$1,896
Larkspur	4,875,769,858	0.05	740	12,797	0.05	697	1,437	2,554	\$3,991
Mill Valley	7,188,534,178	0.08	1,092	13,850	0.05	754	1,846	3,287	\$5,132
Novato	13,062,355,314	0.14	1,984	52,441	0.20	2,855	4,839	8,572	\$13,411
Ross	2,551,170,252	0.03	387	2,301	0.01	125	513	N/A	\$513
San Anselmo	4,152,291,084	0.05	631	12,645	0.05	688	1,319	2,341	\$3,660
San Rafael	15,958,659,663	0.17	2,424	60,560	0.24	3,297	5,721	10,138	\$15,859
Sausalito	4,223,535,525	0.05	641	7,072	0.03	385	1,026	1,829	\$2,856
Tiburon	6,679,308,084	0.07	1,014	8,956	0.03	488	1,502	2,681	\$4,183
Marin, Unincorp	25,924,912,408	0.28	3,937	66,987	0.26	3,647	7,584	37,167	\$44,752
Total	\$92,182,219,588	1.00	\$14,000	257,135	1.00	\$14,000	\$28,000	72,500	\$100,500

* Other Contracts – This column has its own agreed upon allocation methodology.

Streetlight - Maintenance

Members pay the overhead and administrative costs of this function in proportion to the number of streetlights owned by the Authority in each members’ jurisdiction (see **Table 11**). The exception is that starting this fiscal year, FY 2020/21, there is a minimum jurisdictional payment of \$500 for the base cost of running the Streetlight Management Program. Streetlight maintenance costs are based on service provided to individual agencies and charged directly to those jurisdictions. Special Districts are included only for the administration and operation of the Streetlight Program. The streetlights in the Town of Ross and Marin City are not owned by MGSA and are not included in this program. The program administration costs were increased last year to \$22,000 after over a decade at \$11,000. This increase in costs more accurately reflects the time and effort spent addressing Program issues.

Table 11 – Streetlight Maintenance Share Calculation

Member	Number of Streetlights	%	% without <\$500	Share
Belvedere	154	1.0%		500
Bel Marin Keys District	144	0.9%		500
Corte Madera	759	4.8%	5.1%	1,024
County, Unincorporated	2,096	13.4%	14.1%	2,829
Fairfax	600	3.8%	4.0%	810
Larkspur	818	5.2%	5.5%	1,104
Marinwood District	290	1.8%		500
Mill Valley	815	5.2%	5.5%	1,100
Novato	3,874	24.7%	26.1%	5,227
Ross	N/A	N/A	N/A	N/A
San Anselmo	671	4.3%	4.5%	905
San Rafael	4,521	28.8%	30.5%	6,100
Sausalito	668	4.3%	4.5%	901
Tiburon	280	1.8%		500
Total	15,690	1.00	1.00	\$22,000

Streetlight – Telecommunications

This program, through Master License Agreements, allows telecommunications carriers to place equipment on MGSA owned streetlight poles at rates outlined in agreements with each carrier. There are presently four agreements. This program is in its infancy. There have been no applications submitted to MGSA to place equipment on MGSA poles. Staff work is presently covered through general administration costs. It is anticipated that this program will be fully cost recovery once more fully implemented. There are currently 4 submittals going through the permit process in San Rafael.

Taxicab Regulation

By MGSA Board policy, this program is supposed to be funded by revenue generated by annual taxicab permits. The permit fees are set by the MGSA Board. As described earlier in this document, the Board waived fees for FY 20/21 due to the impacts of COVID-19 and significantly reduced permit fees in FY 21/22. The Program is anticipated to slowly recover and stabilize over the next couple of years.

Marin Climate and Energy Partnership

The MCEP Program has a steering committee made up of its members and is responsible for setting the priorities and making recommendations on policy and budget issues. All MGSA cities, towns, and County participate. In addition, the Marin Municipal Water District, Marin Clean Energy, and the Transportation Authority of Marin also participate voluntarily. The Partnership has been funded by member contributions as well as several grants and contracts with the County and federal government. Members assess themselves to fund the program at a flat \$2,500 per agency. Starting in the current year's budget, FY 2022/23, with input from the Marin Manager's Association an additional \$100,000 is included to partially fund the nonprofit, Resilient Neighborhoods. Each MCEP member agency (TAM, MCE and MMWD) contribute \$10,000, and the remaining \$70,000 would be funded by jurisdictions based on population. The program cost would be in addition to the \$2,500 currently assessed to each MCEP member.

MarinMap

MarinMap is funded by member fees, grants, and special assessments on members. Assessments are a flat \$10,000, \$9,000, or \$6,000 fee based on agency size. Member dues were reduced in FY 20/21 and waived in FY 21/22 to assist jurisdictions with COVID financial impacts. They return to their historic levels with this FY 22/23 Budget.

Abandoned Vehicle Abatement

This program is fully funded by a state-imposed \$1.00 surcharge on vehicle registration. The funding is distributed to agencies on a percentage basis developed from: 1) paperwork submitted showing the number of vehicles towed by each jurisdiction (50%); 2) population (45%); and 3) geography (5%).

Cable Franchise Television Public, Educational, and Government Access Program

This program is fully funded by cable franchise fees. Novato and Larkspur are the two agencies that are not members. The Program expenses are deducted from franchise fees prior to distribution to members. The expenses are allocated to jurisdictions based on their percentage of franchise fee receipts the prior four quarters.

Animal Services (For Information Only)

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

Mediation

The Mediation Program costs submitted by the District Attorney's Office are allocated based on the most recent population estimates.

County Financial System FY 2023/24 Budget Entries

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

MGSA General Fund Operating Fund 8019 (Code 8641)

G/L		FY 2023/24
421225	Other Permits – Taxicab	(55,000)
441115	Interest on Pooled Funds	(2,500)
453110	Other Misc Rev (Overhead/Mngt Fee)	(69,223)
461250	City Contributions	(122,500)
462610	Charges Other – Telecom	(30,000)
522510	Professional Services	325,453
522545	Prof Services – Legal	25,000
522585	Administration & Finance Services	15,500
521615	Insurance Premiums	16,049
521310	Communications Services	0
522925	Rent & Operating Leases	13,500
522410	Office Supplies	11,153

MGSA General Fund MCEP Fund 8019 (Code 8642)

G/L		FY 2023/24
453110	Grant Revenue/Other Misc. Rev	(47,450)
461250	City Contributions	(137,500)
522510	Professional Services	184,950

MGSA Abandoned Vehicle Abatement Fund 8010

G/L		FY 2023/24
441115	Interest on Pooled Funds	(50)
451970	State - Abandoned Vehicle	(260,000)
522510	Professional Services	260,050

MGSA MarinMap Fund 8020

G/L		FY 2023/24
441115	Interest on Pooled Funds	(1,500)
461250	City Contributions	(162,000)
522510	Professional Services	166,640

CATV Operating Fund 8017

G/L		FY 2023/24
421610	Franchise Fees	(3,500,000)
441115	Interest on Pooled Funds	(1,200)

470310	Misc Revenues (Larkspur)	(9,500)
521315	Communication - Broadband	10,000
521615	Insurance Premiums	0
522210	Memberships	4,000
522410	Office Expense	0
522510	Professional Services	80,706
522545	Prof Services – Legal	15,000
522575	Prof Services – System Maintenance	0
522585	Prof Services – Audit and Accounting	0
522925	Rents and Leases	0
523410	Transportation and Travel	1,000
524710	Contribution Non-County Agency	3,399,994

CATV Public, Educational, and Government Access (PEG) Fund 8018

G/L		FY 2023/24
421610	PEG Fees	(750,000)
441115	Interest on Pooled Funds	(30)
524710	Contribution Non-County Agency	750,030

EXHIBIT A

FY 2023/24 WORKPLAN

Mission Statement

The Marin General Services Authority provides the administration of a variety of programs and services where the policy issues are generally established, in arenas that are more cost effective to provide collectively or are significantly enhanced through partnering for the benefit of the greater Marin community. – adopted January 11, 2018

Background

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

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

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

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



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

MGSA Oversight & Administration

Executive Oversight	
1	Provide effective management oversight of agency and ten programs
2	Represent the MGSA Board in dealings with media, member agencies, other governing agencies, professional associations, community organizations, and residents
3	Maintain positive Board relations and new Board Member orientation
4	Review, analyze, and develop recommendations regarding legislation related to MGSA programs where appropriate
5	Develop upcoming year's MGSA Work Plan and monitor progress
2023/24 Initiatives	
6	Based on Board action, revise Board Meeting format and strive to transition to a hybrid virtual and in-person meeting format post COVID
7	Assist with county-wide Digital Marin Strategic Plan action items as well as any relevant insights and input to the project organizers
8	Research and explore possible future MGSA programs
Information Technology	
9	Develop, maintain, and manage electronic file software that controls and monitors file access, backup, and security
10	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
11	Maintain website with accurate and timely information, keep software updated, and manage domains and hosting accounts
Finance	
12	Accurately handle all financial transactions including accounts payable, accounts receivable, invoicing, grants management, and jurisdiction/agency allocation of costs
13	Retain and work with financial accounting and auditing firm to develop, review, and produce the Annual Year-End Financial Report
14	Manage budget process for MGSA and all programs that is transparent and allows the Board an opportunity to discuss appropriate policy issues
15	Ensure compliance with all contract and other documents for federal, State, and County grants including all reporting and payment processing
Human Resources	
16	Supervise and manage ongoing contract program support and coordination

17	Recruit and manage orientation and training process for new contractors as needed
Property Management	
18	Manage storage office sublease with TAM and resolve any related issues including space, mail management, and copier use
Risk Management	
19	Manage insurance acquisition and renewal
Board Management / Clerk Functions	
20	Maintain required hard copy records as well as electronic records systems which are secure and backed up
21	Develop and maintain consistent logo, letterhead, and communication materials
22	Complete all required official filings including Form 700, LAFCO, and State Controller reporting
23	Manage the MGSA Board Agenda Process such that all agendas, staff reports, minutes, and resolutions are accurate, informative, and clear
24	Respond to public information requests and Grand Jury inquiries where appropriate

Programs (alphabetical)

Abandoned Vehicle Abatement (AVAP)

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

Animal Care & Control

1	Manage Animal Care and Control Program as outlined in the three fiscal year 1/10/23 Agreement between MGSA and Marin County
2	Administer contract with Marin Humane for county-wide animal care and control including coordinating inquiries/complaints from the public and member jurisdictions
3	Prepare annual budget including coordinating allocation methodology with Marin Humane Society and with County budget staff
4	Respond to animal control policy issues and work with County Counsel relative to any needed changes to the Animal Control Ordinance

CATV - Marin Cable Franchise and Public, Educational, and Government Access

1	Collect cable franchise fees on behalf of member agencies and distribute appropriately
2	Collect State franchise public, educational, and government access fees and distribute to the designated access provider, Community Media Center of Marin County (CMCM)
3	Oversee the Program's designated PEG access provider agreement with Community Media of Marin County (CMCM), interface with the Executive Director and Board of CMCM, and problem solve any issues that surface
4	Manage consultant that audits state franchise holder records as appropriate and negotiate resolution of discrepancies with franchise holders
2023/24 Initiatives	
5	Continue to evaluate and implement areas for administrative cost reductions and efficiencies as a result of the transition from a separate government entity to a program within MGSA.

Marin Climate and Energy Partnership (MCEP)

1	Provide advice, management, and support to the MCEP Program
2	Provide guidance and input to the MCEP Executive and Steering Committees
3	Pursue grant and other funding for cross-county projects
4	Monitor any grant terms for MGSA/MCEP compliance and enter into sub-contracts and process invoices for MCEP grants
5	Ongoing implementation of Climate Action Plans
6	Develop model ordinances for use by all jurisdictions
7	Develop community Greenhouse Gas Inventories for Marin jurisdictions
2023/24 Initiatives	
8	Update Climate Action Plans and/or develop content for General Plans for Mill Valley, Novato, Ross, San Anselmo, and others as requested
9	Develop community-wide and government operations GHG emissions inventories for all jurisdictions for calendar year 2021.
10	Assist in development of a Marin County Electrification Plan
11	Conduct outreach and council/board presentations for adoption of Countywide Electric Vehicle Acceleration Strategy
12	Assist jurisdictions in adoption of model green building that exceeds State requirements, such as requiring all-electric new construction
13	Explore opportunities to collaborate on implementation of SB 1383.
14	Continue efforts to adopt the model Reusable Foodware Ordinance by all Marin jurisdictions
15	Develop an online compendium of available funding resources for Climate Action Plan implementation

16	Support Resilient Neighborhoods in their efforts to enroll participants in the program
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MarinMap

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

Executive Subcommittee Goals

4	Continue providing effective customer service to customers seeking geographical information
5	Continue to evaluate the cost of service to taxpayers and ratepayers
6	Continue to seek datasets that can be integrated into the MarinMap platform to encourage and benefit all users
7	Ensure data availability to first responders, be available as needed to community volunteer disaster planning groups
8	Encourage member participation to ensure decisions best represent the needs of all members
9	Continue to encourage cooperation among public agencies, reducing redundancies, improving efficiency and minimizing conflicts
2023/24 Initiatives	
10	Be a technical resource to facilitate Digital Marin's goals and incorporate as needed relevant aspects of the County's Digital Marin Strategic Plan
11	Work with consultants, County of Marin, jurisdictions, and MarinMap member agencies to complete the development of MarinMap's Strategic Plan
12	Implement elements of the MarinMap Strategic Plan

MCSTOPPP

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

Mediation

1	Act as Mediation Program liaison between District Attorney's Office and MGSA member agencies
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2	Coordinate allocation methodology with District Attorney’s Office, check for accuracy, assess costs, collect payments, and distribute to the District Attorney’s Office
2023/24 Initiatives	
3	Create a jurisdiction subcommittee to conduct a Mediation Program Review of the District Attorney managed community service

Streetlight – Maintenance

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

Streetlight – Telecommunications Equipment

1	Monitor legislation regarding telecommunications equipment in the public right-of-way and its impact related to MGSA assets
2	Ensure Agreement responsibilities are being met by carriers including collecting annual fees, all streetlight application processing fees, and insurance requirements
3	Review and process invoices for MGSA’s streetlight vendor review of application packets
4	Review a) preauthorization forms and track use of poles by carriers and b) per pole application packets submitted by carriers and c) resolve any issues or concerns raised by MGSA’s streetlight vendor or issues with local jurisdiction permits

Taxi Regulation

1	Ensure that MGSA member agencies are in compliance with California State taxi law
2	Work towards maintaining a permit and fee structure that is cost recovery
3	Mediate disputes if possible, between local taxi drivers and companies in order to reduce local impacts on residents and public safety resources
4	Monitor Lyft/Uber legislative activity to understand any impacts to local taxi activity and regulation
5	Process taxi permits in an efficient and cost-effective manner
2023/24 Initiatives	
6	Consider cannabis testing regulations for Drivers’ Permits due to changes in state law