



555 Northgate Drive, Suite 102  
San Rafael, CA 94903-3680  
415 446 4428  
mgsastaff@marinjpas.org

---

**MEMORANDUM**

**DATE:** January 11, 2018  
**TO:** MGSA Board of Directors  
**FROM:** Michael S. Frank, Executive Officer  
**SUBJECT:** MGSA Strategic Planning

---

**Recommendation**

By motion, adopt a MGSA Strategic Plan and Mission Statement.

**Discussion**

At the August 29, 2017 Special Meeting, the Board expressed a desire to discuss where MGSA is headed as an organization. Members of the Board also mentioned understanding better the scale and scope of MGSA programs. At the September 29, 2017 meeting, the Board clarified their desires and requested the development of a Strategic Planning Document by March 2018.

On November 9, 2017, the Board held a half-day Retreat whose purpose was to have a broad discussion regarding the status of MGSA, create a common understanding of history and programs, and develop a mission/vision statement and Strategic Plan. Included in the attached packet for the upcoming meeting are the minutes of the Retreat which include the Agenda, Presentation, Draft Strategic Plan, and Draft Mission/Vision Statement.

At the November 9, 2017 Retreat, the Board requested that Members review the Draft Strategic Plan and Mission/Vision Statement and provide feedback to the Executive Officer. The Board also requested that the Executive Officer prepare a "Matrix" to assist in future discussions. A Matrix is attached to this Staff Report for your consideration and use.

Following the Board Retreat, the Executive Officer resent the Draft Strategic Plan to the Board on November 29 and December 26 requesting any feedback. The feedback received was minimal apart from comments on the Mission/Vision Statement. The following revised Mission Statement Draft is submitted for the Board's consideration:

**November 9, 2017 Draft vs. January 11, 2018 Draft**

*The Marin General Services Authority provides the ~~development, management, and administration provision~~ of a variety of programs and services, ~~both legally mandated and voluntary, 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.*

**Revised Draft**

*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.*

**Attachment**

1. Strategic Plan Discussion Matrix



## Strategic Planning Matrix

January 11, 2018

	Settled Policy	Problems / Issues Raised by Agencies	Importance	Staffing			Efficiency	FY 17/18 Program Budget	% of Budget Paid by Agencies
				Executive	Program Admin	Fiscal			
Abandoned Vehicle Abatement	High	Low	Low	Low	Low	High	High	\$260,000	0%
Animal Care and Control	High	Low	High	High	Low	Low	High	N/A	N/A
Marin Climate/Energy Partnership (MCEP)	Medium	Low	Medium	Medium	High	High	High	\$313,302	10%
MarinMap GIS	High	Low	Medium	Medium	Medium	High	High	\$196,245	46%
MCSTOPPP	Medium	Low	Low	Medium	Low	Low	Low	N/A	N/A
Mediation	High	Low	Low	Low	Low	Low	Medium	\$78,258	100%
Streetlight Maintenance	High	Low	High	Medium	Medium	Low	High	\$11,000	0%
Streetlight - Telecommunications	Medium	Low	High	High	Medium	Medium	High	N/A	0%
Taxicab Regulation	High	Low	Medium	Medium	High	High	High	\$100,000	0%
Administration	N/A	Low	High	High	Medium	High	High	\$182,000	55%

	Transfer or Handle Differently?
Abandoned Vehicle Abatement	County or Member Agency
Animal Care and Control	County
Marin Climate and Energy Partnership (MCEP)	County act as fiscal agent
MarinMap GIS	County
MCSTOPPP	MMA or PWA
Mediation	County bill directly
Streetlight Maintenance	No
Streetlight - Telecommunications	No
Taxicab Regulation	County or TAM
Administration	