



# Marin Telecommunications Agency

## Strategic Plan

### Marin Telecommunications Agency

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## **Introduction**

On September 15, 2007 members of the Marin Telecommunications Agency (MTA) Board of Directors (Board), staff, representatives from interested organizations, members of the public and the MTA's Consultant, CBG Communications, Inc. (CBG) met to discuss Strategic Initiatives and Directions for the future and the elements of an associated Strategic Plan. The findings from this session were reviewed and further discussed at the MTA's October 2007 Board meeting and directions were given to staff and CBG to categorize the initiatives and delineate the resources that would be needed to implement each one. Subsequently, at its November 14<sup>th</sup> meeting, the Board reviewed the initiative categories and the associated resources projected and indicated priorities for pursuit and implementation as part of the Strategic Plan. Following this, at its December 12<sup>th</sup> meeting, the Board asked for a number of revisions to be made to the draft Plan to both refine and add to the Strategic Directions and initiatives included in the Plan. The Board then considered these revisions at its February 13<sup>th</sup> 2008 meeting and asked for additional clarification on digital inclusion, income and revenue and other issues, as well as policy development related to use of interest income and franchise fee increases. The proposed Strategic Plan as revised and described herein, incorporates all of the preceding discussion, review and analysis into a set of Strategic Directions for the Board to follow in the near and long-term and an Action Plan for implementing the associated initiatives.

## **Mission**

The Mission of the MTA is to be the key policy-making and coordinating body related to telecommunications matters in Marin. This is in line with the core values that have defined the MTA throughout its history of promoting availability, accessibility, affordability and public inclusion in the advancement and enhancement of telecommunications infrastructure and services in Marin.

Telecommunications is defined broadly in the context of the MTA's Mission, but focuses mainly on broadband, video and Public, Educational and Governmental (PEG) Access. In order to accomplish this prescribed Mission, the MTA will need to:

- Help facilitate the broadest distribution of, and access to telecommunications infrastructure and services in Marin
- Promote access to and exchange of information. In doing so, help create a "virtual public square", which engages the public in debate/dialogue/discourse to advance democratic goals
- Develop and oversee guidelines and standards related to telecommunications infrastructure and services
- Help gain fair compensation for public Right-of-Way (ROW) use
- Promote advanced telecommunications technologies in a viable, competitive marketplace



- Support the creation of inherent efficiencies in the telecommunications ecosystem, including cost savings and cost avoidance for MTA member jurisdictions and their residents.
- Advance public services through telecommunications - public safety, etc., for the public good and welfare
- Uphold the public trust

The Mission then works to specifically define the role of the MTA, as opposed to other Joint Powers Agencies (JPAs) in Marin that touch on telecommunications in various ways. As an example, MERA (Marin Emergency Radio Authority) has the responsibility for overseeing the implementation and operation of Emergency Radio Communications in Marin for the benefit of public safety, transportation and other public agency users. The MTA, on the other hand, under the Strategic Plan will begin to work with and coordinate more closely with MERA on the policy issues related to Emergency Communications in Marin. The potential intersections between the MTA and other entities are described in more detail below.



## Three (3) Major Strategic Directions for the MTA

### 1. The MTA will Become the Chief Coordinating and Policy-Making Body Related to Telecommunications Matters in Marin.

- a. **Initial Actions Required** – In order to follow this strategic direction, the MTA will need to take the following actions:
- Begin to establish the role of the MTA as a policy-making and coordinating body with other entities. For example, with the Marin General Services Authority (MGSA)/MERA/Marin County Office of Education (MCOE) and others, there are issues where the MTA should have a role in the planning stages (such as MTA's current role with the MGSA and the Wireless Marin Advisory Committee and the MTA's potential role with MERA related to 700 MHz development and implementation issues).
  - With all of these entities, the MTA must be mindful that there are territory responsibilities and related funding issues that must be reviewed, discussed and resolved in formalizing the relationship with these entities, most likely initially between the respective staffs, and then between the various Boards of Directors.
  - Where these entities have already indicated that the MTA should be involved with policy direction related to their telecommunications-oriented activities (such as the MGSA and MERA) the MTA will move toward providing such direction. Composed of elected officials, the MTA Board is well versed in policy-making. This is the strength of the MTA and it will be leveraged with the bodies that it coordinates with.
  - The MTA will establish and foster initiatives and work with other organizations, drawing on their expertise. These will include, again MERA, MCOE and MGSA as well as MMA (Municipal Managers Association) and the MCCMC (Marin County Council of Mayors and Council-members).
  - The MTA will also move to vet issues for them by taking advantage of the MTA's telecommunications knowledge and expertise.
  - The MTA will sponsor "roundtable" discussions with pertinent Communities of Interest, including organizations and agencies affected by the subject matter under policy review, as well with the general public.
  - The MTA will investigate, be mindful of, and incorporate into its decision-making process the health and safety issues surrounding the development and deployment of telecommunications infrastructure and services in Marin.
  - The MTA will undertake coordinated efforts with selected targeted projects to demonstrate/pilot the coordinative process. The MTA will



look at initiatives where these demonstration projects can be put into practice.

- The MTA will establish joint initiative/task subcommittees with these entities. For example, the MTA could bring members of MERA, the MMA and others into a joint subcommittee related to the development of 700 Megahertz systems. Together these entities could work to comment on, understand and implement pertinent FCC rules, directions and policies.

b. **Future Actions to Consider** - Actions to consider for the future, based on the availability of necessary resources, are:

- Ultimately, based on the success of coordination efforts and joint initiatives and activities, the MTA will look at the potential to unify allied JPAs where efficiencies can be gained and where combining authority and responsibilities increases effectiveness and saves cost.
- Applications Interoperability – The MTA will work with MIDAS and other entities to develop synergistic, interoperable applications (such as network applications) across their memberships since the majority of the entities' members are the same and would benefit from efficient development of common applications.

c. **Time Line for Actions** - The MTA will pursue a broader coordinating role early in 2008, evaluate its initial efforts and then plan and budget accordingly for this effort in ensuing years.

## 2. The MTA Continues to Help Develop, Expand and Support PEG Access

a. **Initial Actions Required** – In order to follow this strategic direction, the MTA will need to take the following actions:

- Coordinate with CMCM on Media Center development
- Coordinate with CMCM on distributed facilities development
- Coordinate with CMCM and finalize the Designated Access Provider (DAP) Agreement
- Finalize the College of Marin (COM) Agreement
- Engage in ongoing monitoring and policy making related to PEG Access
- Coordinate with marin.org/MIDAS on infrastructure implementation and maintenance for video storage, management, master control and Internet access.
- Coordinate with marin.org/MIDAS on video transport from CMCM to the PEG Channels of cable franchise holders

b. **Future Actions to Consider**

- Lead expansion of government access from a policy and operational perspective



- Coordinate with educational institutions on the initial development of educational access

c. **Time Line for Actions**

- For initial actions
  - Coordinate with CMCM on Media Center development
    - Through Fall 2008/Spring 2009
  - Coordinate with CMCM on distributed facilities development
    - Fall 2008 into 2009
  - Coordinate with CMCM and finalize the Designated Access Provider (DAP) Agreement
    - Through Spring 2008
  - Finalize the College of Marin (COM) Agreement
    - Through Spring 2008
  - Engage in ongoing administration and policy making related to PEG Access
    - Through Fall 2008 and then continuing oversight
  - Coordinate with [marin.org/MIDAS](http://marin.org/MIDAS) on infrastructure implementation and maintenance for video storage, management, master control and Internet access.
    - Through Fall 2008 and then continuing oversight
  - Coordinate with [marin.org/MIDAS](http://marin.org/MIDAS) on video transport from CMCM to the PEG Channels of cable franchise holders
    - Through Fall 2008 and then continuing oversight
- Consider the actions related to leading expansion of government access and coordinating development of educational access for implementation beginning in FY 2008. During FY 2009, CMCM should be in a position to take over coordination of educational and governmental access. Some educational and governmental access coordinating activities that the MTA will continue to be involved in after FY 2009 will be part of the activities performed under Strategic Direction #1.

**3. The MTA Continues to Perform Cable Franchise and Telecommunications Administration**

- a. **Actions Required** – In order to follow this strategic direction, the MTA will need to take the following actions:
- Overall Administration functions, including:
    - Facilitation of MTA Board and Committee meetings
    - Reviewing and analyzing the operations of current MTA committees and then confirming or seeking a recast of new or modified committees with Board concurrence.
    - Reacting and responding to Board member issues, questions and concerns



- Administering the MTA Office
  - Financial administration
  - Overseeing the activities of contractors
  - Providing information and education about the MTA
  - Project Management of all initiatives
  - Other Duties as required
  - Work on Consumer Issues, including monitoring and enforcement of customer service standards compliance, handling consumer complaints, being involved in consumer electronic interface issues (such as issues related to digital television conversion) and pursuing digital inclusion, including mechanisms for facilitating no and low-cost access to telecommunications services.
  - Work on revenue generation potential associated with Board activities or responsibilities beyond existing franchise and PEG fees, such as grants, funding from other agencies that are project partners and other non-traditional sources of funding.
  - Work on Competitive Issues, including competitive cable and telecommunications systems entry, fostering competition, etc.
  - [marin.org/MIDAS](http://marin.org/MIDAS) I-Net development and expansion activities
  - Invite Novato into the MTA - this will require significant staff and Board member interaction with Novato staff and City Council members on the synergies and efficiencies that can be gained by Novato's inclusion in the MTA.
- b. **Time Line for Actions**
- Ongoing.
  - If Novato becomes a member of the MTA during FY 2009, then this action would be considered completed.



## Strategic Directions to Consider for FY 2009 and Beyond

### 4. Expand the Scope of Digital Inclusion Efforts

The MTA is committed to expanding digital inclusion through activities related to coordinating with other entities to expand broadband services to remote areas while performing the actions under Strategic Direction #1 and pursuing low-cost access to telecommunication services under Strategic Direction #3. In addition to these activities, the MTA should consider the following:

#### a. Actions to Consider in the Future:

- For lower socioeconomic groups, consider within the various initiatives pursued by the MTA:
  - Work with other entities to expand distribution of personal computing devices
  - Work with other entities to help expand computer/technology literacy training

#### b. Time Line for Actions

- Consider for initiation in FY 2009 or beyond as part of the regular work plan and budget development process.

### 5. Establish MTA as a Clearinghouse for Gathering and Disseminating Information Related to Telecommunications

Beyond the level of information that it disseminates now and will in the future as part of Strategic Directions #1, 2 and 3, depending upon available resources in the future, the MTA should consider developing a more comprehensive clearinghouse function. This clearinghouse function is an important service that the MTA provides to its member jurisdictions.

#### a. Actions to Consider in the Future:

- Through the information gleaned through all of the aforementioned activities, obtain, consolidate and disseminate information related to the broad range of subject matter that the MTA is involved with (telecommunications, broadband, cable television, digital technology, PEG Access, video, etc.)

#### b. Time Line for Actions

- Consider this Strategic Direction for implementation beginning in FY 2009 and continuing annually into the future.



## **Key Assumptions for Implementing Strategic Directions**

Successful pursuit of all of the Strategic Directions described above is based on the following key assumptions:

- a. The MTA will continue to have unity of support among the MTA's members. The MTA's core strength is in the unity of its members. Together, through the MTA, members are able to meet objectives, attain goals, and achieve efficiencies and capabilities that they could not if attempting to act on their own.
- b. The MTA will continue to maintain and develop expertise to function effectively as the policy-making and coordinating body on a wide variety of telecommunications matters within Marin.
- c. The allied organizations within Marin will work with the MTA to fulfill this policy-making and coordinating role.
- d. The MTA will devote the necessary resources to accomplish the tasks under each of the Strategic Directions pursued.

## **Key Potential Challenges to Implementing the Strategic Directions**

Challenges can arise during the pursuit of the Strategic Directions discussed herein. The key challenges that the MTA will need to be continually mindful of and act to avoid or counteract through leveraging its strengths are:

- a. Potential turf and territory squabbles between the MTA and allied organizations.
- b. Potential detrimental changes in Federal and State laws and regulations.
- c. Potential changes in the MTA members' level of support for the stipulated Strategic Directions.



## **Potential Intersections Between the MTA and Other Organizations Related to Strategic Directions and Required Actions**

The following sample matrix will serve as a guidepost to understanding how the MTA, in the course of following the above Strategic Directions, may interact with a variety of allied organizations and the benefits that will accrue to Marin based on the close coordination of critical activities and the synergies and consolidated “clout” that will arise out of such coordination:



MTA Services/Activities	Entities								
	MIDAS	MERA	MGSA	MCOE	Member Jurisdictions' Agencies and Residents	MMA	CMCM	MCCMC	COM/ Higher Education
Telecommunications Initiative Coordination	X	X	X	X	X	X		X	X
Telecommunications Initiative Policymaking	X	X	X		X	X		X	
Applications Interoperability Coordination	X	X	X	X	X	X			X
Media Center Development Coordination	X			X	X		X		X
Distributed Facilities Development Coordination	X			X	X	X	X	X	X
DAP Agreement Development	X			X	X		X		X
COM Agreement Development	X			X	X		X		X
Ongoing PEG Access Administration/ Policymaking	X			X	X	X	X	X	X
Video Infrastructure Implementation and Maintenance	X			X	X		X		X
Video Transport	X			X	X		X		X



MTA Services/Activities	Entities								
	MIDAS	MERA	MGSA	MCOE	Member Jurisdictions' Agencies and Residents	MMA	CMCM	MCCMC	COM/ Higher Education
Overall Cable Television/ Telecommunications Franchise Administration	X	X	X	X	X	X	X	X	X
Consumer Issues					X	X		X	
Competitive Issues	X				X	X		X	
I-Net Development/ Expansion	X	X	X	X	X		X		X
Expand Digital Inclusion	X			X	X	X		X	X
Serve as a Clearinghouse	X	X	X	X	X	X	X	X	X

MIDAS – Marin Information & Data Access System

MERA – Marin Emergency Radio Authority

MGSA – Marin General Services Authority

MCOE - Marin County Office of Education

MMA – Marin Managers Association

CMCM - Community Media Center of Marin

MCCMC - Marin County Council of Mayors and Councilmembers

COM – College of Marin



## **Conclusion and Recommendation**

The Strategic Plan as laid out herein is achievable and would have a positive impact on telecommunications development, access and use within Marin. Any Strategic Plan needs to be dynamic, and the directions and actions described herein should be revisited on at least an annual basis, beginning with the FY 2009 budget and work plan development cycle.



# Attachment A

## Glossary of Acronyms & Technical Terms

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## **ATTACHMENT A**

### **GLOSSARY OF ACRONYMS & TECHNICAL TERMS**

#### **MALPHABET**

MAAC - *Media Access Advisory Committee (7-9 member committee created in 1999 to advise MTA on PEG access related matters.)*

MAM - *Media Access Marin (a Task Force of the Social Justice Center of Marin)*

MCCMC - *Marin County Council of Mayors and Council-members*

MCOE - *Marin County Office of Education*

MERA - *Marin Emergency Radio Authority*

MGSA - *Marin General Services Authority*

MIDAS/Marin.org - *County Institutional Network*

MMA - *Municipal Managers Association*

MTA - *Marin Telecommunications Agency*

#### **OTHER**

CMCM - *Community Media Center of Marin*

COM - *College of Marin*

CPUC - *California Public Utilities Commission*

DAP - *Designated Access Provider*

DU - *Dominican University*

DIVCA - *Digital Infrastructure Video Competition Act of 2006/AB 2987. Authorizes CPUC to issue state-wide video service franchises.*

FCC - *Federal Communications Commission*

I-Net - *Institutional Network*

JPA - *Joint Powers Authority*

LFA - *Local Franchise Authority*

Link TV - *independent network providing diverse perspective on world & national affairs*

L/O - *local origination (programming produced by cable operator i.e. Ch. 73)*

NATOA - *National Association of Telecommunications Officers & Advisors*

NPAT - *Novato Public Access TV*

PEG - *Public Access, Education & Government programming*

SCAN-NATOA - *State of California & Nevada Chapter of NATOA*

#### **TECHNICAL TERMS**

**Access Point (AP)** – Transmitter and receiver utilized to create a wireless connection between devices. End users connect to the network via an Access Point.

**Analog** - (or analogue) television encodes television picture and sound information and transmits it as an analog signal, that is to say: one in which the message conveyed by the broadcast signal

is a function of deliberate variations in the amplitude and/or frequency of the signal. All systems preceding digital television, such as NTSC, PAL or SECAM are analog television systems.

**AVID** - AVID technology, Inc. NASDAQ: is an American company specializing in video and audio production technology; specifically, digital non-linear media editing (NLE) systems, management and distribution services. A non-linear editing system (NLE) is a video editing (NLVE) or audio editing (NLAE) system which can perform random access on the source material.

**Broadband** - in telecommunications is a term that refers to a signaling method that includes or handles a relatively wide range of frequencies which may be divided into channels. Broadband is a relative term, understood according to its context. For example, the FCC defines broadband as a service providing a connection speed of 200 Kbps (Kilo [1000] bits per second) or greater. However, as it relates to high-speed Internet access, broadband is often thought of as having speeds of 1 Mbps (Mega [million] bits per second) or greater, or at least 5 times the FCC defined speed. The wider the bandwidth, the greater the information carrying capacity.

**Competitive Local Exchange Carrier (CLEC)** – A telephone company that competes with the incumbent telephone carrier.

**Digital** - Digital television (DTV) refers to the sending and receiving of moving images and sound by means of discrete (digital) signals, also known as binary (1's and 0's) or transmitted as a "code" of a series of on (1) and off (0) states, in contrast to the analog signals used by analog TV. Introduced in the late 1990's, this technology appealed to the television broadcasting business and consumer electronics industries as offering new financial opportunities and higher quality transmissions.

**Digital Divide** – The inability of residents to access broadband and Internet services based on economic or geographic reasons.

**Digital Server** - A device that contains and delivers content digital signals.

**Digital Subscriber Line (DSL)** – A telephone system-based data communications service that utilizes modulation schemes that allow high speed transmission of data on traditional copper phone lines.

**DVD** – DVD, or "Digital Versatile Disc", is a popular optical disc storage media format. Its main uses are video and data storage. Most DVDs are of the same dimensions as compact discs (CDs) but store more than six times as much data.

**Fiber To The Premises (FTTP)** – A communications network utilizing fiber optics up to or into a household, business or other facility. Also called FTTH or Fiber To The Home.

**Fiber optic** - Optical fibers are widely used in fiber-optic communication, which permits transmission over longer distances and at higher data rates than other forms of communications. The light signals propagating in glass fiber can be modulated at rates as high as 40 Gb/s, and

each fiber can carry many independent channels, each by a different wavelength or “color” of light (wave length-division multiplexing).

**Headend** - A central control device, within CATV systems (i.e. TV systems) that provides centralized functions such as remodulation.

**Hot Zone or Hot Spot** – The area being served via an AP or other radio device enabling connectivity to the wireless network.

**Internet Protocol (IP)** – Internetworking protocol used to transmit data across and between switched networks. Also specifies the formatting and addressing scheme of information packets.

**Local Area Network (LAN)** – A computer network spanning a relatively small area such as a building or campus.

**Node** – is a critical element of any network. It can be defined as a point in a network at which lines intersect or branch, a device attached to a network, or a terminal or other point in a computer network where messages can be created, received, or transmitted.

**Public access channels** – open to all potential users regardless of their viewpoint, subject to FCC regulations; neither the MTA, or the Grantee/Comcast shall have the authority to control the content of programming placed on the public access channels(s) so long as such programming is lawful.

**750 MHz (Mega [million] Hertz)** – Hybrid fiber-coaxial (HFC) cable systems are often denoted by their top frequency of operation in the RF (Radio Frequency) portion of the electromagnetic spectrum. In this case, the cable system has 750 Million hertz of capacity. This is then broken into many channels. Each analog channel takes 6 million hertz (6 MHz), while digital channels can typically take only 1/10 th of the space (600 KHz) that an analog channel takes.

**VCR** – The videocassette recorder is a type of video tape recorder that uses removable videotape cassette containing magnetic tape to record audio and video from a television broadcast so it can be played back later.

**Vertical Assets** – Light poles, power poles, towers, buildings and other structures that can used to mount equipment, such as APs, utilized to activate a wireless network.

**Voice over IP (VoIP)** – Transmission of voice communications as IP packets, allowing for transportation of voice over the Internet, LANs and WANs.

**Wide Area Network** – A network such as MIDAS designed to serve multiple facilities with video, voice and data communications across a large region or metropolitan area.

**WiFi** – a wireless technology brand coined by the WiFi Alliance, short for “Wireless Fidelity”, promotes standards with the aim of improving the inter-operability of wireless local area

products based on the IEEE 802.11 standards. WiFi enabled devices include personal computers, game consoles, cell phones, MP3 players and personal digital assistants (PDAs)

**Wireless** – Wireless communication is the transfer of information over a distance without the use of electrical conductors or “wires”.

**U-Verse** – AT&T U-Verse is the brand name for a group of services provided over Internet Protocol (IP), including television service, Internet access, and voice telephone service. The new services are carried on fiber and then through traditional copper phone lines (or over fiber) to the customer’s premises, and are enabled by AT&T’s initiative to push fiber-optic lines closer to the customer’s premises.



# Attachment B

## Marin Telecommunications Agency

### Strategic Plan Financial Resources

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## Introduction

At the time the Strategic Plan was developed, the funding requirements for the individual plan elements and the relative budget timing were considered. The following reflects that analysis. However, the actual funding and budget requirements will be established as the Marin Telecommunications Agency Board considers the implementation of the Strategic Plan over time, based upon priorities, availability of funding and other resources. The following information will assist the Board as it considers implementation of the Strategic Plan over time.

## Budgetary/Financial Resource Consideration for the Three (3) Major Strategic Directions for the MTA

### 1. The MTA will Become the Chief Coordinating and Policy-Making Body Related to Telecommunications Matters in Marin.

#### a. Budget<sup>1</sup>

- For the period of March 2008 through June 2008 (the remainder of the current fiscal year) an additional \$14,400 would be needed to fund the required actions in this strategy. These may be available in the MTA contingency fund.
- For July 2008 and beyond – budgetary commitments for this effort are TBD. Based on the level of involvement desired and anticipated, it is estimated at this point that a total of at least \$43,200 would be needed for the required actions for an entire fiscal year. For the applications interoperability action to be considered, \$18,000 is forecast to be needed in additional funding on an annual basis. These numbers will be further refined during the FY 2009 budgetary process.

### 2. The MTA Continues to Help Develop, Expand and Support PEG Access

#### a. Budget

- \$27,900 in additional funding was approved by the Board on February 13<sup>th</sup> 2008 to be taken from the MTA contingency fund to provide the funding required from January 2008 through June 2008 for the infrastructure implementation and maintenance for video storage, etc.
- \$8,250 in additional funding will be needed from April 2008 through June 2008 for the video transport cost from CMCM to the cable franchise holders. It is possible that this amount could be funded from Capital Fund interest that has accrued, but the MTA must first develop a policy that

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<sup>1</sup> The costs herein incorporate a blending of loaded MTA professional staff cost (Executive Officer, existing part-time, potential additional part-time and/or full-time, plus Operating and Capital support) and the cost for potential assistance from various consultants.



allows such use (The MTA is in the process of developing a use policy concerning interest on the Capital Fund and interest on operating funds).

- \$6,000 additional is needed from March 2008 through June 2008 to work on additional administrative and policy issues concerning PEG Access over and above DAP and COM Agreement development and finalization and basic work with the CCMC on Media Center and distributed facilities development. The funding source is TBD. It is possible that this amount could be funded from Capital Fund interest that has accrued, but the MTA must first develop a policy that allows such use (The MTA is in the process of developing a use policy concerning interest on the Capital Fund).

Based on the complexity of the inter-organizational issues that can arise in the initial stages of community media center development, these additional coordinating and policy-making activities will likely continue at a high annual level for FY 2009 and FY 2010. This will require additional funding of \$18,000 on an annual basis for those two fiscal years. Once FY 2011 is reached, the coordinating and policy issues related to PEG Access should return to budgetary levels that would be already included in Strategic Direction #1 and Strategic Direction #3.

- Funding for the actions to consider for the future is TBD, but could approach \$16,500 each for one year during FY 2008/FY 2009 for educational and governmental access leadership and coordination activities. It is possible that this amount could be funded from Capital Fund interest that has accrued, but the MTA must first develop a policy that allows such use (The MTA is in the process of developing a use policy concerning interest on the Capital Fund). Additional funding should not be needed beyond FY 2009.

### **3. The MTA Continues to Perform Cable Franchise and Telecommunications Administration**

#### **a. Budget**

- Most are regularly budgeted items for FY 2008. Work on inviting Novato to be a member of the MTA would require an additional \$3,000 to be allocated in FY 2008, possibly coming from the current legal budget. The budget for all the required actions in this strategy for FY 2009 and beyond would be determined during the regular budgetary process.



## Strategic Directions to Consider for FY 2009 and Beyond

4. **Expand the Scope of Digital Inclusion Efforts** – As discussed herein, some activities related to expanding digital inclusion are part of, and are budgeted within, coordinating with other entities to expand broadband services to remote areas while performing the actions under Strategic Direction #1 and pursuing low-cost access to telecommunication services under Strategic Direction #3. In addition to those activities, the MTA should consider working with other entities to expand distribution of personal computing devices and computer/technology literacy training within various MTA initiatives.
  - a. **Budget**
    - Once initiated, each activity could require a projected \$18,000 annually (\$36,000 combined) in funding to be added to the existing budget levels.
  
5. **Establish MTA as a Clearinghouse for Gathering and Disseminating Information Related to Telecommunications** - Beyond the level of information that it disseminates now and will in the future as part of Strategic Directions #1, 2 and 3, depending upon available resources in the future, the MTA should consider developing a more comprehensive clearinghouse function.
  - a. **Budget**
    - This activity could require a projected \$18,000 annually to be added to the MTA budget.

The above budgetary and financial resources are summarized in the following spreadsheet.

## Strategic Plan Initiative Resources – Possible Funding 2007/2008

**March  
2008**

Tasks	Est. Additional Cost		2007/2008			
	Per month	Per year	2007/08 Proposed MTA Budget Adjustment	2007/08 Proposed MTA Funding	Basis for 2007/08 Budget Est.	Funding Notes
<b>1. Closer Coordination with other Entities Involved in Telecommunications Projects</b>						
MERA/MGSA/MIDAS/Marin.org/Other Entities	3,600	43,200	14,400	TBD	4 mo	07/08 MTA Contingency
Public Safety Communications Interoperability and System Evolution	1,500	18,000	6,000	TBD	4 mo	MIDAS/MERA/Other??
Application Interoperability	1,500	18,000	0			07/08 MIDAS funded
<b>2. Develop, Expand and Support PEG Access</b>						
Coordinate with CMCM on media center and distributed facilities development, including completing DAP Agreement, COM Agreement.	1,500	18,000	6,000	TBD	4 mo	07/08 Capital Fund interest \$s?
Ongoing administration and policy related to PEG access, including infrastructure implementation and maintenance for video storage, management, master control and Internet access.	4,650	55,800	27,900	27,900	6 mo	Funded 07/08 from MTA Contingency
Video Transport from CMCM to cable franchise holders PEG channels	2,750	33,000	8,250	TBD	3 mo	07/08 Capital Fund interest \$s?
Lead expansion of government access from a policy and operational perspective	1,375	16,500	5,500	TBD	4 mo	07/08 Capital Fund interest \$s?
Coordinate with educational institutions the initial development of educational access	1,375	16,500	5,500	TBD	4 mo	07/08 Capital Fund interest \$s?
<b>3. Cable Franchise/Telecommunications Administration</b>						
Overall Administration	-	-				
Work on Consumer Issues	-	-				
Work on Competitive Issues	-	-				
Invite Novato into the MTA	500	6,000	3,000	Fund w/I budget	50% in 2008	Fund w/ 07/08 Legal Budget
I-Net Development and Expansion	budget	-				
<b>4. Expand Digital Inclusion</b>						
For Lower Socioeconomic Groups, consider within the various initiatives pursued by the MTA	-	-				
Work with other entities to expand distribution of personal computing devices	1,500	18,000	0			Consider in 08/09 MTA?
Work with other entities to help expand computer/technology literacy training	1,500	18,000	0			Consider in 08/09 MTA?
For Geographically Remote Areas such as West Marin, consider within initiatives pursued by the MTA, development of mechanisms to:						
Coordinate with other entities to expand broadband services to remote areas	In 1A	In 1A				
<b>5. Establish MTA as a Clearinghouse for Gathering and Disseminating Information Related to Telecommunications</b>						
Establish MTA as a Clearinghouse	1,500	18,000	0			Consider in 08/09 MTA?
<b>6. ROW Management Related Policy</b>						
Establishment Involved in Development of Broadband/telecommunications Infrastructure	-	-				
<b>TOTAL</b>	<b>23,250</b>	<b>279,000</b>	<b>76,550</b>			
				<b>07/08 Possible Funding Source Summary</b>		
				- MTA Contingency	\$	42,300
				- Within Current Budget	\$	3,000
				- Capital Fund Interest?	\$	25,250
				- MIDAS/MERA/Other??	\$	6,000
				<b>Total</b>	<b>\$</b>	<b>76,550</b>