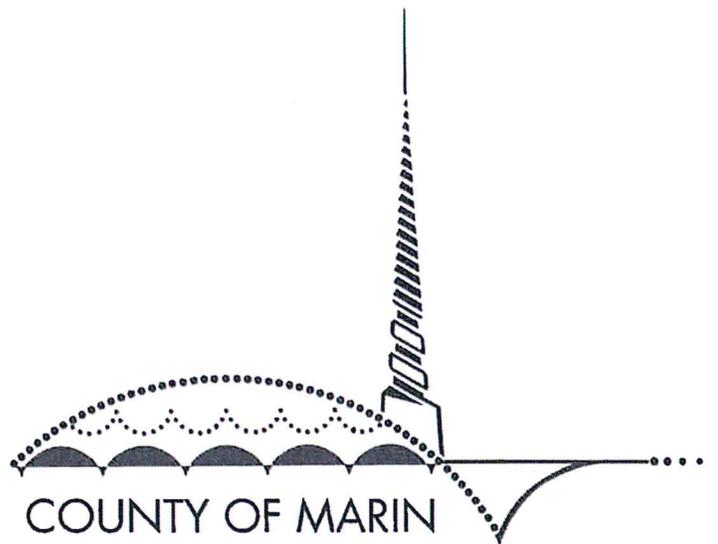
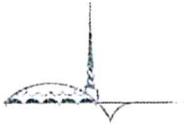


2015/2016 MARIN COUNTY CIVIL GRAND JURY

# 2015-16 Web Transparency Report Card Bringing Marin County's Local Governments to Light

Report Date: March 10, 2016  
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# 2015-16 Web Transparency Report Card

## Bringing Marin County's Local Governments to Light

### SUMMARY

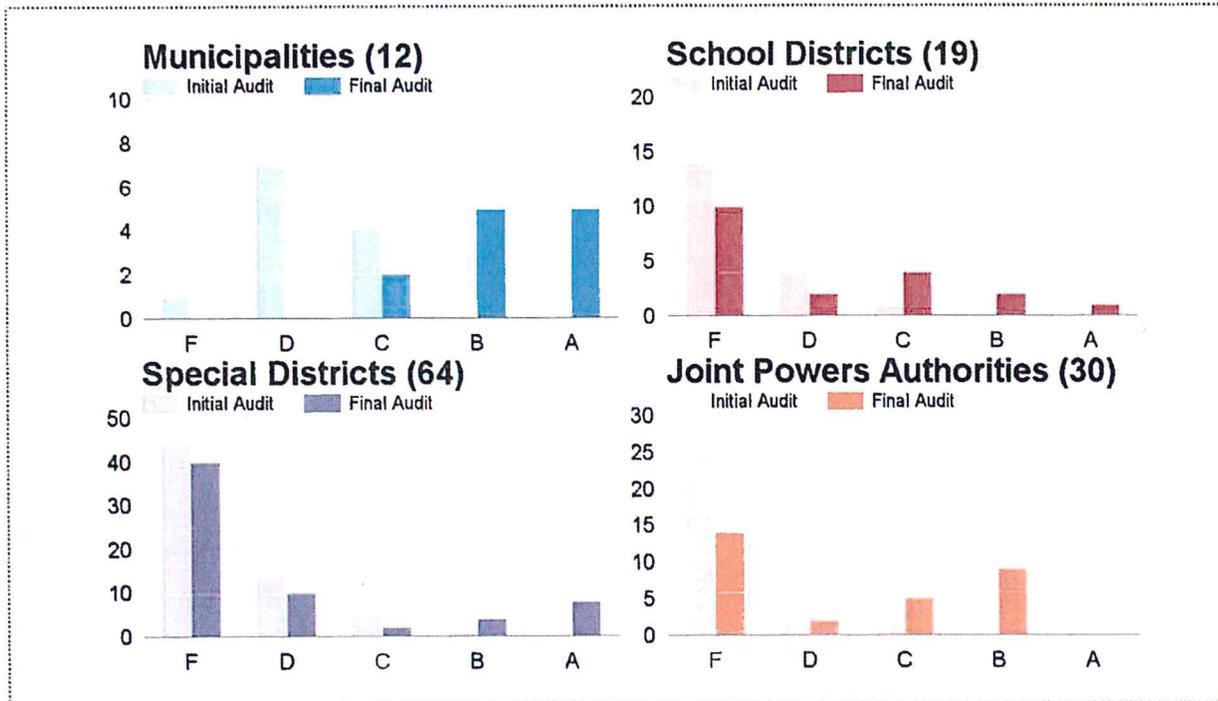
How important are government websites? In April 2015, the Pew Research Center reported<sup>1</sup> that "65% of Americans in the prior 12 months have used the internet to find data or information pertaining to government". Between October 2015 and January 2016, the Marin County Civil Grand Jury audited local government agencies' websites to evaluate the quality of online information such as budgets, audits and board member information. We found serious deficiencies. The Grand Jury provided each agency with our preliminary audits and described our approach. All agencies were offered the opportunity to improve their websites for a final audit. Many websites significantly improved, while others remained deficient. This audit report provides transparency improvement recommendations for Marin local agency websites.

**126** local agencies were audited: 12 municipalities, 19 school districts, 64 special districts, 30 joint powers authorities (JPAs), and 1 rail district.

**59** local agencies improved their websites, and 34 received a grade of B- or better.

**27** local agencies have no website: 19 special districts and 8 joint powers authorities (JPAs).

### Web Transparency Grade Distributions (F to A)



<sup>1</sup> [http://pewinternet.org/files/2014/10/PI\\_OpenData\\_072815.pdf](http://pewinternet.org/files/2014/10/PI_OpenData_072815.pdf)

## BACKGROUND

"A lack of transparency results in distrust and a deep sense of insecurity."

□ Dalai Lama

Marin residents are likely unaware of all the various agencies that serve them. Their property tax bills list<sup>2</sup> the charges assessed by these local agencies<sup>3</sup>: county, city, school, joint powers authorities, rail districts, special districts, and assessment districts. Appendix A illustrates a sample Marin property tax bill.

Increasing transparency for a local agency makes it easier to understand where tax dollars go. Residents should be able to easily find the description of services provided, the names and contact information of board members and management, the budget, agendas and minutes of meetings, and other information. Today, the most common source of information is the Internet. Compared with other information sources (i.e., phone calls or emails), online searching is often faster, more detailed, always accessible and anonymous.

An effective website presence can also benefit an agency. In the study, *Smarter eGovernment: The Economics of Online Services in Utah* (sponsored by the National Information Consortium<sup>4</sup>), the Center for Public Policy and Administration at the University of Utah found that Utah was able to save a total of \$46 million in the period of 2007-2011 by making traditionally "offline" (in-office) services available online.

State law requires transparency: The Ralph M. Brown Act (public meetings), The California Public Records Act (record keeping), California Fair Political Practices Reporting Requirements (economic interests), and financial reporting. While there is currently no requirement for an agency to have a website, there has been a growing movement to make governmental information available online (the "Open Data" movement). In 2013, President Obama signed an executive order "...that made open and machine-readable data the new default for government information"<sup>5</sup>, which launched Project Open Data. In 2014, Governor Brown signed Assembly Bill (AB) 2040<sup>6</sup> requiring all local agencies that maintain websites to conspicuously post the annual compensation of its elected officials, officers, and employees. And in 2015, Governor Brown signed Assembly Bill (AB) 169<sup>7</sup> and Senate Bill (SB) 272<sup>8</sup>

<sup>2</sup> The paper tax bill lists a subset of, while an online viewable bill on the County of Marin's Assessor's webpage (<http://www.marincounty.org/depts/ar/divisions/assessor/search-assessor-records>) details all the legal charges.

<sup>3</sup> See glossary for definitions of agency types.

<sup>4</sup> [egov.com](http://egov.com)

<sup>5</sup> <https://www.whitehouse.gov/open>

<sup>6</sup> [http://leginfo.ca.gov/faces/billTextClient.xhtml?bill\\_id=201320140AB2040](http://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201320140AB2040)

<sup>7</sup> [https://leginfo.ca.gov/faces/billTextClient.xhtml?bill\\_id=201520160AB169](https://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201520160AB169)

<sup>8</sup> [http://leginfo.ca.gov/faces/billTextClient.xhtml?bill\\_id=201520160SB272](http://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201520160SB272)

requiring all local agencies that maintain websites (except for school districts<sup>9</sup>) to make more of their information publicly available and searchable online.

Around the United States, several well-respected organizations have developed web transparency checklists for public agencies<sup>10</sup>. When the Grand Jury examined these checklists, we found items that either did not apply to California agencies or only applied to a specific type of agency. We decided to combine the best of each of these lists to create a single list of nine criteria that could apply to all Marin agencies, and added a tenth agency-specific criterion:

### Web Transparency Checklist Criteria

#### 1. Overview

- Mission Statement: What is the agency's reason for existing?
- Description of services/functions: What actions does the agency undertake and what services does the agency provide?
- Boundary of service area: What specific area does the agency serve?

#### 2. Budget

- Budget for current fiscal year
- Budget for the three years prior to the current year
- Financial reserves policy: What is the agency's policy for designated reserves and reserve funds? (The policy should be in the agency policy manual but also may be restated and found in the budget or audit reports)

#### 3. Meetings

- Board meeting schedule: When specifically does the agency meet?
- Archive of Board meeting agendas & minutes for at least the last 6 months: Both approved minutes and past agendas

#### 4. Elected & Appointed Officials

- Board members (names, contact info, terms of office, compensation, and biography): Who specifically represents the public on the Board? How can the public contact them? When were they elected (or appointed)? How much do they earn in this role (as required by Assembly Bill 2040 – in effect since January 1, 2015)? What background about the members illustrates their expertise for serving on the Board?
- Election procedure and deadlines: If the public wishes to apply to be on the Board, how and when can they do so?
- Reimbursement and compensation policy: Which (if any) expenses incurred by the Board are reimbursed?

<sup>9</sup> While these bills excluded school districts, the Grand Jury recognizes schools spend a large amount of tax dollars fulfilling their mission, and parents research their enrollment options using public information.

<sup>10</sup> Sunshine Review (now Ballotpedia) ([http://ballotpedia.org/Transparency\\_checklist](http://ballotpedia.org/Transparency_checklist)), Illinois Policy (<https://www.illinoispolicy.org/10-point-transparency-checklist/>), Institute for Local Government (<http://www.ca-ilg.org/post/local-agency-website-transparency-opportunities>), and the Special District Leadership Foundation (<http://www.sdlf.org/#!/transparency/cl0u>)

## 5. Administrative Officials

- General manager and key staff (names, contact info, compensation, and benefits): Who specifically runs the agency on a day-to-day basis? How can the public contact them? How much do they earn in this role (as required by Assembly Bill 2040 in effect since January 1, 2015)? What specific benefits are they eligible for (healthcare, retirement plan, educational benefits, etc.)?

## 6. Audits

- Current financial audit
- Financial audits for the three years prior to the current year

## 7. Contracts

- Current requests for proposals and bidding opportunities (over \$25,000 in value)
- Instructions on how to submit a bid or proposal
- Approved in force vendor contracts (over \$25,000 in value)

## 8. Public Records

- Online/downloadable Public Records Act (or FOIA) request form: What is the best way for the public to request public records?

## 9. Revenue Sources

- Summary of fees received: fees-for-services (if any)?
- Summary of revenue sources: bonds, taxes, and/or grants?

## 10. Other (Agency Specific Criterion)

- Municipalities: Total number of lobbyists employed and total spent on lobbying, downloadable permit applications, and zoning ordinances
- School Districts:
  - i. For K-12: School Accountability Report Card (SARC), California Assessment of Student Performance and Progress (CAASPP), and the California Healthy Kids Survey (CHKS)
  - ii. For College: California Community Colleges Student Success Scorecard
- Special Districts: Authorizing statute/enabling act (Principal Act or Special Act) and board member ethics training certificates
- Rail Districts: A copy of the Governing Documentation: As enacted by Congress
- JPAs: A copy of the Joint Powers Agreement: As filed and adopted

## METHODOLOGY

Each agency's website was visited and each checklist item was validated for ease of access.

However, the first problem the Grand Jury encountered was that there was no single comprehensive list of agencies in Marin County. The Grand Jury found the following lists:

- Special Districts In Marin 2015 (Marin County Department of Finance)<sup>11</sup>
- Index of Boards and Commissions (Marin County Board of Supervisors)<sup>12</sup>
- Marin School District Websites (Marin County of Education)<sup>13</sup>
- Directory of Local Marin County Governments (Marin LAFCO)<sup>14</sup>
- What Are Special Districts and Why Do They Matter? (Marin County Civil Grand Jury)<sup>15</sup>
- Roster of Public Agencies (Marin County Clerk)<sup>16</sup>

These lists were inconsistent, incomplete and/or out-of-date. The Grand Jury worked with the Marin County Department of Finance to create an up-to-date comprehensive list of agencies<sup>17</sup> and their contact information (see Appendix B). Specifically not included in the list of Marin-based agencies are a number of regional agencies that are funded in part by Marin taxpayers, including:

- Association of Bay Area Governments
- Bay Area Air Quality Management District
- Golden Gate Bridge, Highway & Transportation District
- Local Agency Formation Commission
- Metropolitan Transportation Commission
- National Association of Counties
- North Bay Watershed Association
- North Coast Railroad Authority

For transparency and ease of use, detailed information about each agency should be found with a few "clicks." Information that is buried in an agency's board minutes or on other websites not available in a click from the agency's website is not in the spirit of transparency. Long and complex PDF (Portable Document Format) documents, such as a budget or an audit report, must be text-searchable, and not simply a picture of a page of text, to easily find specific details.

<sup>11</sup> <http://marincounty.org/depts/df/special-districts>

<sup>12</sup> <http://apps.marincounty.org/bosboardsandcomm/default.aspx>

<sup>13</sup> <http://marinschools.org/MCOE/District-Sites/Pages/default.aspx>

<sup>14</sup> <http://lafco.marin.org/index.php/directory-list>

<sup>15</sup> [http://marincounty.org/~media/files/departments/gj/reports-responses/2013/spd\\_master\\_list\\_report.pdf](http://marincounty.org/~media/files/departments/gj/reports-responses/2013/spd_master_list_report.pdf)

<sup>16</sup> California Government Code §53051 requires public agencies to file a Statement of Facts within 70 days after the commencement of its legal existence. See Appendix C for the current State of California Statement of Facts.

<sup>17</sup> It is quite likely that our search for Marin public agencies will still not uncover all of the agencies, due to inconsistent self-reporting to the California State Controller.

Using the agency-specific checklist, the Grand Jury assigned a minimum of two auditors to independently review each website to ensure audit correctness:

- Appendix D: Web Transparency Checklist for Marin Cities, Towns, and County
- Appendix E: Web Transparency Checklist for Marin School Districts
- Appendix F: Web Transparency Checklist for Marin Special Districts
- Appendix G: Web Transparency Checklist for Rail Districts
- Appendix H: Web Transparency Checklist for Marin Joint Powers Authorities (JPAs)

After completing the preliminary audit, the Grand Jury then shared with each agency a description of the audit process and the agency's audit results. Agencies that chose to improve their website could complete an online self-audit form<sup>18</sup>, which the Grand Jury utilized in our final follow-up audit. Based on these findings, we then assigned a grade to each agency according to the Sunshine Review's rubric<sup>19</sup> to produce a report card (see example at right).

The scoring rubric grade was determined based on the number of points on the checklist for which the criteria was completely met. If an agency partially met the criteria, no points were awarded (but partially meeting the checklist was denoted with an "incomplete"). A point scale determined the letter grade awarded:

Points	0-2	3	4	5	6	7	8	9	10
Grade	F	D-	D	C-	C	B-	B	A-	A+

Example Agency	
<b>GRADE: B</b>	
Overview	✓
Budget	✓
Meetings	✓
Elected Officials	✓
Administrative Officials	✓
Audits	✓
Contracts	✗
Public Records	✓
Revenue Sources	✓
Agency Specific	●

- ✓ PRESENT
- ✗ MISSING
- INCOMPLETE

In 2013, Sunshine Review<sup>20</sup> calculated average web transparency grades for California counties (B), California cities (B+) and California schools (B). The Grand Jury believes that Marin should be as good as the California averages, and therefore selected B- as the minimum acceptable web transparency grade.

The final scorecards<sup>21</sup> are listed in appendices:

- Appendix I: Marin Cities, Towns, and County Web Transparency Scorecards
- Appendix J: Marin School District Web Transparency Scorecards
- Appendix K: Marin Special District Web Transparency Scorecards
- Appendix L: Marin Rail District Web Transparency Scorecard
- Appendix M: Marin Joint Powers Authority Web Transparency Scorecards

<sup>18</sup> We provided a minimum of one month's time as well as technical support for the self-audit process.

<sup>19</sup> [http://ballotpedia.org/Transparency\\_report\\_card\\_%282013%29](http://ballotpedia.org/Transparency_report_card_%282013%29)

<sup>20</sup> Ibid.

<sup>21</sup> Scorecards were tabulated after the October 2015 - January 2016 audits were concluded.

## DISCUSSION

### Website Creation

Although most Marin agencies have web sites, there is still a perception that not every agency has the resources to easily create and maintain a website. But, modern website creation software has made it possible for a non-tech-savvy person to manage website content easily (see Appendix N). For small agencies, it is not necessary to make a large investment to create a website. A simple website highlighting what the agency does, key agency contacts, board agendas, and audited budgets can encourage citizen participation and improve staff efficiency (answering frequently asked questions online). For larger agencies, it is an opportunity to showcase achievements and build trust with local citizenry.

### Self-Auditing Feedback

After sharing the results of the preliminary web transparency audit with Marin County agencies, the Grand Jury received feedback, much of it agreeing with our preliminary audit's goals and results:

- "The best practices transparency checklist you provided was very helpful and I believe we have indeed improved the quality of our website, making key information more easily accessible. Based on this experience we plan to make additional changes to our website in a continuous effort to be as transparent as possible"
- "We have made substantive changes to our web site. Additional items will be added in the same spirit and intent as they become available. Thank you for your evaluation and the opportunity for response."
- "We believe that your recommendations regarding providing online/downloadable Public Records Act (or FOIA) request forms is an important topic for our Board to review and consider as a potential exhibit item..."
- "...We are always trying to improve our website and online resources. I find this report card very helpful and have already started to make some improvements... We are starting the process to procure a new website and I think this will help us greatly as we put together the design and specifications ..."
- "We are in the midst of a website redevelopment project, and have noted the need to make these important items easier to find. We are taking this opportunity to create a "Transparency" webpage where any user can find all items on your list in one easy to find location."
- "Thank you for the opportunity to demonstrate our agency's commitment to transparency on its website. The web transparency checklist was very helpful in two ways. First, to make sure our website contains all of the information on the checklist, but also going through the review process showed that we can (and will) reorganize some of the information to make it even easier to find. We also plan to supplement the information in a few areas."
- "We have spent the last month working with our web developer and the best practices transparency list you sent. We developed a page that follows the identical format listed in this best practice guide, with links to the information required. We are very excited about this addition to our site and look forward to augmenting beyond what the Grand Jury has listed."

Some of the feedback the Grand Jury received expressed a difference of opinion with the web transparency audit criteria:

- "One of the items of transparency listed is a biography of each elected board member. We have intentionally not posted this."
- "Our agency's staff relies on the public to tell us specifically what items are missing from our website that the public would like posted. We make every effort to then post the material in a timely manner."
- "The agency does not have a website. Public information is made available in accordance with the Public Records Act."
- "[Budget] available upon request ... and was advised not to post by legal counsel."

The Grand Jury granted an extension to any agency that needed more time to update their website and to complete their self-audit. Some agencies stated they had insufficient resources to complete work within the given timeframe.

### The County of Marin

The County of Marin is responsible for at least 28 special districts<sup>22</sup> and 4 JPAs<sup>23</sup>. The Grand Jury questions why 20 of these agencies do not have websites. After sharing the results of our preliminary audits of these 32 agencies with the County, we received correspondence<sup>24</sup> from the County indicating that while some of the transparency criteria will be implemented in the future (contracts and municipal-specific), the notion of "...providing and maintaining duplicative information regarding each distinct special district, community (sic) service area, flood control zone, permanent road division, joint powers agreement/agency (JPA's), etc. does not appear to be the best way to provide straightforward information to our residents. Most of these are better described as financing mechanisms rather than municipal agencies. We believe that a single source of information is easier for residents to review and understand." and "...we should also note that the Marin Local Agency Formation Commission (LAFCO) includes descriptive information regarding special districts and JPAs on its website, as well as information regarding other entities independent of the County of Marin."

While the Grand Jury supports the desire of the County to provide straightforward information, we disagree with the County's approach. Marin LAFCO's digital directory is provided as a service to the community, but there is no requirement that the directory be accurate or up-to-date. Since not all of the County Service Areas (CSAs) have websites, a citizen cannot easily understand a CSAs' purpose, decision-making, and budgetary actions. It is unreasonable to ask citizens to become experts in sleuthing to find information. As a service to the citizens, the County could create a single web page (for each of

<sup>22</sup> Dependent Special Districts: Bolinas Highlands Permanent Road Division, CSA #1 through CSA #33, Inverness Subdivision No. 2 Permanent Road Division, Marin County Fire Department, Marin County Flood Control and Water Conservation District, Marin County Lighting District, Marin County Open Space District, Monte Cristo Permanent Road Division, Mt View Ave-Lagunitas Permanent Road Division, Murray Park Sewer Maintenance District, Paradise Estate Permanent Road Division, Rush Creek Lighting and Landscape, and San Quentin Village Sewer Maintenance District.

<sup>23</sup> JPAs: Gateway Improvement Authority, Gateway Refinancing Authority, Marin County Capital Improvements Financing Authority, and Marin County Open Space Financing Authority.

<sup>24</sup> Dated December 8, 2015

the dependent special districts and JPAs), that describes the role of the local agency with links to all the transparency criteria that can be found elsewhere on the County's website, and create its own digital directory of these local agencies.

### Common Web Transparency Deficiencies

In reviewing all the Marin County agency websites and self-audits, we found a number of transparency criteria that were commonly missed:

1. **Overview:** Agencies often mistakenly considered a departmental list the same as a description of the public benefits of their services/functions. A boundary of service area can be easily understood with a map.
2. **Budget:** Finding key information in these long and complex documents often requires a text search, which is impossible if the budgets are in a non-text-searchable document format.
3. **Meetings:** Keep the meeting schedule and archive up-to-date.
4. **Elected & Appointed Officials:** While most agencies listed the names of the Board members, complete information about the Board members (contact info, terms of office, compensation, and biography) was often missing. Agencies were sometimes confused about where election procedures and deadlines can be found, often suggesting this information can be found at Marin County's Elections/Registrar of Voters. While this website has a wealth of general information, specific information about the procedures and deadlines should be clearly described on the agency's website.
5. **Administrative Officials:** Instead of showing actual salaries and benefits (as required by Assembly Bill (AB) 2040), we often found salary schedules instead. This was most commonly seen with school districts. We recommend putting a link to the agency's Government Compensation in California page (<http://publicpay.ca.gov/>)
6. **Audits:** Finding key financial information in these long and complex documents often requires a text search, which is impossible if the audits are in a non-text-searchable document format.
7. **Contracts:** Agencies often did not show their approved vendor contracts.
8. **Public Records:** If an agency does not have an online/downloadable Public Records Act (or FOIA) request form, specify how the public can contact the agency for more information (an email address or phone number, for example).
9. **Revenue Sources:** Agencies generally understood this criterion.
10. **Other (Agency Specific):** Agencies also generally understood this criterion.

It is the hope of the Grand Jury that all local government agencies' websites will continue to improve the accessibility, accuracy, completeness and usefulness of available online information for the public's benefit. Having seen web transparency grades improve from F to A+ during the audit process, we know it is possible.

"A democracy requires accountability and accountability requires transparency."

□ President Barack Obama

## FINDINGS

- F1. As of January 4, 2016, 27 Marin local agencies lacked public websites (and of the 99 agencies that have web sites, 65 did not satisfy the Grand Jury's web transparency criteria as of that date).
- F2. Inspecting the Marin County Clerk's Roster of Public Agencies, the Grand Jury discovered a majority of local agencies out of compliance per California Government Code §53051 (no filings or outdated filings).
- F3. Effective January 1, 2015, Assembly Bill (AB) 2040 requires that if a public agency "maintains an Internet Web site, it shall post, in a conspicuous location on its Internet Web site, information on the annual compensation of its elected officials, officers, and employees that is submitted to the Controller under §53891." The Grand Jury discovered a majority of the agencies were out of compliance (and potentially at-risk for fines and/or audit), per California Government Code sections 53895, 53895.7, and 53896).
- F4. The County of Marin does not currently publish a definitive list of all its dependent special districts and JPAs.
- F5. Marin County's Roster of Public Agencies is available for viewing only as hard copy at the office of the Marin County Clerk.

## RECOMMENDATIONS

- R1. The agency should improve its web transparency score to "B-" (or better), by updating its website and submitting the appropriate self-audit form. The form may be obtained by emailing: [grandjury-audit@marincounty.org](mailto:grandjury-audit@marincounty.org)
- R2. The agency should file and keep updated its Statement of Facts with the California Secretary of State and the Marin County Clerk as required by California Code §53051.
- R3. The agency should update its website to include information of the annual compensation of its elected officials, officers and employees; and this information should also be submitted to the Controller, as required by Sections 12463 and 53909 of the California Government Code.
- R4. The Marin County Board of Supervisors should create a comprehensive online "digital directory" with links to all County of Marin's dependent special districts and JPAs.
- R5. To further improve web transparency, the County Clerk of Marin County should allow public remote Internet access to its Roster of Public Agencies.

## REQUEST FOR RESPONSES

Pursuant to Penal Code section 933.05, the Grand Jury requests responses as follows:

From the following governing bodies:

- Almonte Sanitary District (R1, R2, R3)
- Alto Sanitary District (R1, R2, R3)
- Bel Marin Keys CSD (R1, R2, R3)
- Belvedere-Tiburon Joint Recreation Committee District (R1, R2)
- Belvedere-Tiburon Library Agency (R2, R3)
- Bolinas Community Public Utility District (R2)
- Bolinas Fire Protection District (R1, R2, R3)
- Bolinas Highlands Permanent Road Division (R1, R2, R3)
- Bolinas-Stinson Union District (R1, R3)
- Central Marin Police Authority (R1, R3)
- Central Marin Sanitation Agency (R2)
- City Of Belvedere (R2)
- City Of Larkspur (R2)
- City Of Mill Valley (R2)
- City Of Novato (R2, R3)
- City Of San Rafael (R2)
- City Of Sausalito (R2)
- Corte Madera Sanitary District No 2 (R1, R2, R3)
- County Of Marin (R1, R4, R5)
- CSA #1 (Loma Verde) (R1, R2, R3)
- CSA #6 (Gallinas Creek) (R1, R2, R3)
- CSA #9 (Northbridge) (R1, R2, R3)
- CSA #13 (Lucas Valley) (R1, R2, R3)
- CSA #14 (Homestead Valley) (R1, R2, R3)
- CSA #16 (Greenbrae) (R1, R2, R3)
- CSA #17 (Kentfield) (R1, R2, R3)
- CSA #18 (Las Gallinas) (R1, R2, R3)
- CSA #19 (San Rafael) (R1, R2, R3)
- CSA #20 (Indian Valley, Dominga Canyon) (R1, R2, R3)
- CSA #23 (Terra Linda) (R1, R2, R3)
- CSA #25 (Unincorporated Novato) (R1, R2, R3)
- CSA #27 (Ross Valley Paramedic) (R1, R2, R3)
- CSA #28 (West Marin Paramedic) (R1, R2, R3)
- CSA #29 (Paradise Cay) (R1, R2, R3)
- CSA #31 (County Fire) (R1, R2, R3)
- CSA #33 (Stinson Beach) (R1, R2, R3)

- Dixie School District (R1, R3)
- Fairfax Financing Authority (R1, R2, R3)
- Firehouse Community Park Agency (R1, R2, R3)
- Gateway Improvement Authority (R2, R3)
- Gateway Refinancing Authority (R2, R3)
- Homestead Valley Sanitary District (R1, R2, R3)
- Inverness Public Utility District (R1, R2, R3)
- Inverness Subdivision No. 2 Permanent Road Division (R1, R2, R3)
- Kentfield Fire Protection District (R1)
- Kentfield School District (R1, R3)
- Laguna Joint School District (R1, R3)
- Lagunitas School District (R1, R3)
- Larkspur Marina Financing Authority (R1, R2, R3)
- Larkspur-Corte Madera School District (R3)
- Las Gallinas Valley Sanitary District (R2)
- Lincoln School District (R1, R3)
- Marin City CSD (R1, R2, R3)
- Marin Clean Energy (R1, R2, R3)
- Marin Community College District (R1, R3)
- Marin County Capital Improvements Financing Authority (R1, R2, R3)
- Marin County Fire Department (R1, R2, R3)
- Marin County Flood Control And Water Conservation District (R1, R2, R3)
- Marin County Hazardous And Solid Waste Joint Powers Authority (R2, R3)
- Marin County Lighting District (R1, R2, R3)
- Marin County Major Crimes Task Force (R1, R2, R3)
- Marin County Open Space District (R1, R3)
- Marin County Open Space Financing Authority (R1, R2, R3)
- Marin County Transit District (R3)
- Marin General Services Authority (R1, R2, R3)
- Marin Healthcare District (R1, R2, R3)
- Marin Municipal Water District (R3)
- Marin Municipal Water District Financing Corporation (R1, R3)
- Marin Pupil Transportation Agency (R1, R2, R3)
- Marin Resource Conservation District (R2)
- Marin Schools Insurance Authority (R1, R2)
- Marin Telecommunications Agency (R2, R3)
- Marin/Sonoma Mosquito & Vector Control District (R2)
- Marinnet Consortium Joint Powers Authority (R1, R2, R3)
- Marinwood Community Service District (R1, R2, R3)
- Mill Valley Financing Authority (R1, R2, R3)
- Mill Valley School District (R1, R3)

- Monte Cristo Permanent Road Division (R1, R2, R3)
- Mt View Ave-Lagunitas Permanent Road Division (R1, R2, R3)
- Muir Beach Community Services District (R1, R2, R3)
- Murray Park Sewer Maintenance District (R1, R2, R3)
- Nicasio School District (R1, R3)
- North Marin Water District (R2)
- Northern CA Community Colleges Self Insurance Authority (R1, R2, R3)
- Novato - Kendon Lane Improvement (R1, R2, R3)
- Novato Fire Protection District (R2)
- Novato Public Finance Authority (R1, R2, R3)
- Paradise Estate Permanent Road Division (R1, R2, R3)
- Reed Union School District (R1, R3)
- Richardson Bay Regional Agency (R1, R2, R3)
- Richardson Bay Sanitary District (R1, R2, R3)
- Ross School District (R1, R3)
- Ross Valley Fire Department (R1, R2)
- Ross Valley Paramedic Authority (R2)
- Ross Valley Sanitary District (R1, R2, R3)
- Ross Valley School District (R3)
- Rush Creek Lighting And Landscape (R1, R2, R3)
- San Quentin Village Sewer Maintenance District (R1, R2, R3)
- San Rafael City Schools (R1, R3)
- San Rafael Joint Powers Financing Authority (R1, R2, R3)
- San Rafael Sanitation District (R1, R3)
- Sausalito - Marin City Sanitary District (R2)
- Sausalito Marin City School District (R1, R3)
- Sewerage Agency Of Southern Marin (R1, R3)
- Shoreline Unified School District (R1, R3)
- Sleepy Hollow Fire Protection District (R1, R2, R3)
- Sonoma-Marin Area Rail Transit (R1, R2, R3)
- Southern Marin Emergency Medical-Paramedic System (R2)
- Southern Marin Fire Protection District (R2, R3)
- Stinson Beach County Water District (R1, R2, R3)
- Stinson Beach Fire Protection District (R1, R2, R3)
- Strawberry Recreation District (R1, R2)
- Tamalpais Community Services District (R2)
- Tamalpais Union High School District (R1, R3)
- Tiburon Fire Protection District (R1, R2, R3)
- Tiburon Sanitary District #5 (R1, R2, R3)
- Tomales Village Community Services District (R1, R2, R3)
- Town Of Corte Madera (R2)

- Town Of Fairfax (R2)
- Town Of Ross (R1, R2, R3)
- Town Of San Anselmo (R2)
- Town Of Tiburon (R2)
- Union Joint School District (R1, R3)

The governing bodies indicated above should be aware that the comment or response of the governing body must be conducted in accordance with Penal Code section 933 (c) and subject to the notice, agenda and open meeting requirements of the Brown Act.

## INVITED TO RESPOND

Since the following agencies have satisfied all applicable recommendations, the governing bodies are invited to respond to this report but are not required to do so:

- Marin Emergency Radio Authority
- Novato Sanitary District
- Novato Unified School District

Note: At the time this report was prepared, website transparency information was available at the sites listed.

Reports issued by the Civil Grand Jury do not identify individuals interviewed. Penal Code Section 929 requires that reports of the Grand Jury not contain the name of any person or facts leading to the identity of any person who provides information to the Civil Grand Jury. The California State Legislature has stated that it intends the provisions of Penal Code Section 929 prohibiting disclosure of witness identities to encourage full candor in testimony in Grand Jury investigations by protecting the privacy and confidentiality of those who participate in any Civil Grand Jury investigation.

## APPENDIX A: Sample Marin Assessor Bill for Tax Year 2015

## Property Tax Breakdown By Fund

Fund Id	Tax Rate	Fund Title	Contact Information	Amount
	1.0000	BASIC TAX		7729.18
101160		COUNTY FREE LIBRARY MEAS A	LESLIE GALIANI (415) 473-4370	49.00
102587		FCZ #1 - NOVATO	DAVE NICHOLSON (415) 473-6535	9.00
105110		MS MOSQUITO #1	MARIA GARCIA-ADARVE (800) 273-5167	12.00
105250		NOVATO FIRE PROTECTION DISTRICT	DAN HOM (415) 878-2690	442.84
105427		SANITARY #6 - NOVATO	ROBIN MERRILL XT 109 (415) 892-1694	533.00
107651		NOVATO UNIFIED SCHOOL	RENEE BRACKEN (415) 493-4262	251.00
108934	0.0027	MARIN COM COLLEGE2004-1 C-11/04	DEPT OF FINANCE TAX DIVISION (415) 473-6168	20.86
108937	0.0161	NOVATO SCHOOL BNDS'05 A-11/2001	DEPT OF FINANCE TAX DIVISION (415) 473-6168	124.42
108940	0.0289	NOVATO SCHOOL BNDS'06 A-11/2001	DEPT OF FINANCE TAX DIVISION (415) 473-6168	223.36
108945	0.0067	MARIN COM COLLEGE2004-2 C-11/04	DEPT OF FINANCE TAX DIVISION (415) 473-6168	51.78
108949	0.0038	MARIN COM COLLEGE2004-3 C-11/04	DEPT OF FINANCE TAX DIVISION (415) 473-6168	29.36
108957	0.0167	NOVATO SCHOOLS-2011 REFUNDING	DEPT OF FINANCE TAX DIVISION (415) 473-6168	129.06
108967	0.0048	MARIN COM COLLEGE 2004-4 C-11/04	PROPERTY TAX DIVISION (415) 473-6168	37.10
109130		LIBRARY ZONE #2 COUN MARIN	LESLIE GALIANI (415) 473-4370	36.00
109159		CITY OF NOVATO-RUNOFF CHARGE	HARRIS & ASSOCIATES (866) 427-4304	15.00
109254	0.0037	NOVATO CITY BONDS-SERIES 2007	DEPT OF FINANCE TAX DIVISION (415) 473-6168	28.58
109278	0.0146	CITY OF NOVATO REFUNDING	DEPT OF FINANCE TAX DIVISION (415) 473-6168	112.84
<b>Total Bill Charges:</b>				<b>9834.38</b>

The above information has been extracted from the Assessor's Equalized Tax Roll and reflects the most recent tax bill.

## APPENDIX B: Marin County Agency List

Agency Name	Type	Agency Web Address (URL)
Almonte Sanitary District	SPD	<a href="http://almontesd.org">almontesd.org</a>
Alto Sanitary District	SPD	<a href="http://altosanitarydistrict.org">altosanitarydistrict.org</a>
Bel Marin Keys CSD	SPD	<a href="http://bmkcscd.us">bmkcscd.us</a>
Belvedere, City Of	MUNI	<a href="http://cityofbelvedere.org">cityofbelvedere.org</a>
Belvedere-Tiburon Joint Recreation Committee District	JPA	<a href="http://cityofbelvedere.org/index.aspx?NID=211">cityofbelvedere.org/index.aspx?NID=211</a>
Belvedere-Tiburon Library Agency	JPA	<a href="http://beltlibrary.org">beltlibrary.org</a>
Bolinas Community Public Utility District	SPD	<a href="http://bcnud.org">bcnud.org</a>
Bolinas Fire Protection District	SPD	<a href="http://bolinasfire.org">bolinasfire.org</a>
Bolinas Highlands Permanent Road Division	SPD	-
Bolinas-Stinson Union District	SCH	<a href="http://bolinas-stinson.org">bolinas-stinson.org</a>
Central Marin Police Authority	JPA	<a href="http://centralmarinpolice.org">centralmarinpolice.org</a>
Central Marin Sanitation Agency	JPA	<a href="http://cmsa.us">cmsa.us</a>
Corte Madera, Town Of	MUNI	<a href="http://townofcortemadera.org">townofcortemadera.org</a>
Corte Madera Sanitary District No 2	SPD	<a href="http://townofcortemadera.org/391/Sanitary-District-No-2">townofcortemadera.org/391/Sanitary-District-No-2</a>
CSA #1 (Loma Verde)	SPD	-
CSA #6 (Gallinas Creek)	SPD	<a href="http://apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdID=27&amp;return=default.aspx">apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdID=27&amp;return=default.aspx</a>
CSA #9 (Northbridge)	SPD	-
CSA #13 (Lucas Valley)	SPD	-
CSA #14 (Homestead Valley)	SPD	-
CSA #16 (Greenbrae)	SPD	<a href="http://marincountyparks.org/depts/pk/about-us/main/board-meeting-archives/csa-16">marincountyparks.org/depts/pk/about-us/main/board-meeting-archives/csa-16</a>
CSA #17 (Kentfield)	SPD	-
CSA #18 (Las Gallinas)	SPD	<a href="http://apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdID=20&amp;return=default.aspx">apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdID=20&amp;return=default.aspx</a>
CSA #19 (San Rafael)	SPD	-
CSA #20 (Indian Valley, Dominga Canyon)	SPD	<a href="http://apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdID=100&amp;return=default.aspx">apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdID=100&amp;return=default.aspx</a>
CSA #23 (Terra Linda)	SPD	-
CSA #25 (Unincorporated Novato)	SPD	-

[Agency Type: JPA = Joint Powers Authority / MUNI = Municipality / RAIL = Rail / SCH = School / SPD = Special District]

## APPENDIX B: Marin County Agency List (cont'd)

Agency Name	Type	Agency Web Address (URL)
CSA #27 (Ross Valley Paramedic)	SPD	-
CSA #28 (West Marin Paramedic)	SPD	-
CSA #29 (Paradise Cay)	SPD	<a href="https://apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdID=26&amp;return=default.aspx">apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdID=26&amp;return=default.aspx</a>
CSA #31 (County Fire)	SPD	-
CSA #33 (Stinson Beach)	SPD	<a href="https://apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdID=92&amp;return=default.aspx">apps.marincounty.org/bosboardsandcomm/boardpage.aspx?BrdID=92&amp;return=default.aspx</a>
Dixie School District	SCH	<a href="http://dixieschooldistrict.org">dixieschooldistrict.org</a>
Fairfax, Town Of	MUNI	<a href="http://town-of-fairfax.org">town-of-fairfax.org</a>
Fairfax Financing Authority	JPA	<a href="http://town-of-fairfax.org/html/council.html">town-of-fairfax.org/html/council.html</a>
Firehouse Community Park Agency	JPA	-
Gateway Improvement Authority	JPA	<a href="http://marincounty.org/depts/cd/divisions/planning/gateway-improvement-authority">marincounty.org/depts/cd/divisions/planning/gateway-improvement-authority</a>
Gateway Refinancing Authority	JPA	<a href="http://marincounty.org/depts/cd/divisions/planning/gateway-refinancing-authority">marincounty.org/depts/cd/divisions/planning/gateway-refinancing-authority</a>
Homestead Valley Sanitary District	SPD	<a href="http://homesteadvalleysd.org">homesteadvalleysd.org</a>
Inverness Public Utility District	SPD	<a href="http://invernesspud.org">invernesspud.org</a>
Inverness Subdivision No. 2 Permanent Road Division	SPD	-
Kentfield Fire Protection District	SPD	<a href="http://kentfieldfire.org">kentfieldfire.org</a>
Kentfield School District	SCH	<a href="http://kentfieldschools.org">kentfieldschools.org</a>
Laguna Joint School District	SCH	<a href="http://lagunaschool.org">lagunaschool.org</a>
Lagunitas School District	SCH	<a href="http://lagunitas.org">lagunitas.org</a>
Larkspur, City Of	MUNI	<a href="http://larkspurcityhall.org">larkspurcityhall.org</a>
Larkspur Marina Financing Authority	JPA	-
Larkspur-Corte Madera School District	SCH	<a href="http://lcmschools.org">lcmschools.org</a>
Las Gallinas Valley Sanitary District	SPD	<a href="http://lgvsd.org">lgvsd.org</a>
Lincoln School District	SCH	<a href="http://districts.marinschools.org/sites/lincoln/SitePages/Home.aspx">districts.marinschools.org/sites/lincoln/SitePages/Home.aspx</a>
Marin City CSD	SPD	<a href="http://marincitygov.org">marincitygov.org</a>
Marin Clean Energy	JPA	<a href="http://moecleanenergy.org">moecleanenergy.org</a>
Marin Community College District	SCH	<a href="http://marin.edu">marin.edu</a>

Agency Type: JPA = Joint Powers Authority / MUNI = Municipality / RAIL = Rail / SCH = School / SPD = Special District

## APPENDIX B: Marin County Agency List (cont'd)

Agency Name	Type	Agency Web Address (URL)
Marin County	MUNI	<a href="http://marincounty.org">marincounty.org</a>
Marin County Capital Improvements Financing Authority	JPA	-
Marin County Fire Department	SPD	<a href="http://marincountyfire.org">marincountyfire.org</a>
Marin County Flood Control And Water Conservation District	SPD	<a href="http://marinwatersheds.org/flood_control_zones.html">marinwatersheds.org/flood_control_zones.html</a>
Marin County Hazardous And Solid Waste Joint Powers Authority	JPA	<a href="http://zerowastemarin.org">zerowastemarin.org</a>
Marin County Law Library <sup>25</sup>	SPD	<a href="http://marincountylawlibrary.org">marincountylawlibrary.org</a>
Marin County Lighting District	SPD	-
Marin County Major Crimes Task Force	JPA	<a href="http://marinsheriff.org/about.aspx?qi_id=95">marinsheriff.org/about.aspx?qi_id=95</a>
Marin County Open Space District	SPD	<a href="http://marincountyparks.org/depts/pk/divisions/open-space">marincountyparks.org/depts/pk/divisions/open-space</a>
Marin County Open Space Financing Authority	JPA	-
Marin County Transit District	SPD	<a href="http://marintransit.org">marintransit.org</a>
Marin Emergency Radio Authority	JPA	<a href="http://meraonline.org/index.cfm">meraonline.org/index.cfm</a>
Marin General Services Authority	JPA	<a href="http://maringsa.org">maringsa.org</a>
Marin Healthcare District	SPD	<a href="http://marinhealthcare.org">marinhealthcare.org</a>
Marin Municipal Water District	SPD	<a href="http://marinwater.org">marinwater.org</a>
Marin Municipal Water District Financing Corporation	JPA	-
Marin Pupil Transportation Agency	JPA	-
Marin Resource Conservation District	SPD	<a href="http://marinrod.org">marinrod.org</a>
Marin Schools Insurance Authority	JPA	<a href="http://msiajpa.org">msiajpa.org</a>
Marin Telecommunications Agency	JPA	<a href="http://mtamarin.org">mtamarin.org</a>
Marin/Sonoma Mosquito & Vector Control District	SPD	<a href="http://msmosquito.com">msmosquito.com</a>
Marinet Consortium Joint Powers Authority	JPA	<a href="http://marinet.lib.ca.us/screens/help_marinet.html">marinet.lib.ca.us/screens/help_marinet.html</a>
Marinwood Community Service District	SPD	<a href="http://marinwood.org">marinwood.org</a>
Mill Valley, City Of	MUNI	<a href="http://cityofmillvalley.org">cityofmillvalley.org</a>

Agency Type: JPA = Joint Powers Authority / MUNI = Municipality / RAIL = Rail / SCH = School / SPD = Special District

<sup>25</sup> Found too late for inclusion in web transparency audit

## APPENDIX B: Marin County Agency List (cont'd)

Agency Name	Type	Agency Web Address (URL)
Mill Valley Financing Authority	JPA	<a href="http://cityofmillvalley.org/Index.aspx?page=1694">cityofmillvalley.org/Index.aspx?page=1694</a>
Mill Valley School District	SCH	<a href="http://mvschools.org">mvschools.org</a>
Monte Cristo Permanent Road Division	SPD	-
Mt View Ave-Lagunitas Permanent Road Division	SPD	-
Muir Beach Community Services District	SPD	<a href="http://muirbeachcsd.com">muirbeachcsd.com</a>
Murray Park Sewer Maintenance District	SPD	<a href="http://marincounty.org/depts/pw/divisions/capital-projects/sewer-districts">marincounty.org/depts/pw/divisions/capital-projects/sewer-districts</a>
Nicasio School District	SCH	<a href="http://nicasio.school.org">nicasio.school.org</a>
North Marin Water District	SPD	<a href="http://nmwd.com">nmwd.com</a>
Northern CA Community Colleges Self Insurance Authority	JPA	-
Novato, City Of	MUNI	<a href="http://novato.org">novato.org</a>
Novato - Kendon Lane Improvement	SPD	-
Novato Fire Protection District	SPD	<a href="http://novatofire.org">novatofire.org</a>
Novato Public Finance Authority	JPA	<a href="http://novato.org/government/boards-commissions-committees/novato-public-finance-authority">novato.org/government/boards-commissions-committees/novato-public-finance-authority</a>
Novato Sanitary District	SPD	<a href="http://novatosan.com">novatosan.com</a>
Novato Unified School District	SCH	<a href="http://nUSD.org">nUSD.org</a>
Paradise Estate Permanent Road Division	SPD	-
Reed Union School District	SCH	<a href="http://reedschools.org">reedschools.org</a>
Richardson Bay Regional Agency	JPA	<a href="http://rbra.ca.gov">rbra.ca.gov</a>
Richardson Bay Sanitary District	SPD	<a href="http://richardsonbaysd.org">richardsonbaysd.org</a>
Ross, Town Of	MUNI	<a href="http://townofross.org">townofross.org</a>
Ross School District	SCH	<a href="http://rossbears.org">rossbears.org</a>
Ross Valley Fire Department	JPA	<a href="http://rossvalleyfire.org">rossvalleyfire.org</a>
Ross Valley Paramedic Authority	JPA	<a href="http://rossvalleypa.org">rossvalleypa.org</a>
Ross Valley Sanitary District	SPD	<a href="http://rvsd.org">rvsd.org</a>
Ross Valley School District	SCH	<a href="http://rossvalleyschools.org">rossvalleyschools.org</a>
Rush Creek Lighting And Landscape	SPD	-
San Anselmo, Town Of	MUNI	<a href="http://townofsananselmo.org">townofsananselmo.org</a>

!Agency Type: JPA = Joint Powers Authority / MUNI = Municipality / RAIL = Rail / SCH = School / SPD = Special District !

## APPENDIX B: Marin County Agency List (cont'd)

Agency Name	Type	Agency Web Address (URL)
San Quentin Village Sewer Maintenance District	SPD	<a href="http://marincounty.org/depts/pw/divisions/capital-projects/sewer-districts">marincounty.org/depts/pw/divisions/capital-projects/sewer-districts</a>
San Rafael, City Of	MUNI	<a href="http://cityofsanrafael.org">cityofsanrafael.org</a>
San Rafael City Schools	SCH	<a href="http://srcs.org">srcs.org</a>
San Rafael Joint Powers Financing Authority	JPA	-
San Rafael Sanitation District	SPD	<a href="http://cityofsanrafael.org/pubworks-home">cityofsanrafael.org/pubworks-home</a>
Sausalito, City Of	MUNI	<a href="http://ci.sausalito.ca.us">ci.sausalito.ca.us</a>
Sausalito - Marin City Sanitary District	SPD	<a href="http://sausalitomarinincitysanitarydistrict.com">sausalitomarinincitysanitarydistrict.com</a>
Sausalito Financing Authority <sup>26</sup>	JPA	-
Sausalito Marin City School District	SCH	<a href="http://smcsd.org">smcsd.org</a>
Sewerage Agency Of Southern Marin	JPA	<a href="http://cityofmillvalley.org/Index.aspx?page=49">cityofmillvalley.org/Index.aspx?page=49</a>
Shoreline Unified School District	SCH	<a href="http://shorelineunified.org">shorelineunified.org</a>
Sleepy Hollow Fire Protection District	SPD	<a href="http://shfpd.org">shfpd.org</a>
Sonoma-Marin Area Rail Transit	RAIL	<a href="http://sonomamarintrain.org">sonomamarintrain.org</a>
Southern Marin Emergency Medical-Paramedic System	JPA	<a href="http://smemps.org">smemps.org</a>
Southern Marin Fire Protection District	SPD	<a href="http://southernmarinfire.org">southernmarinfire.org</a>
Stinson Beach County Water District	SPD	<a href="http://stinson-beach-cwd.dst.ca.us">stinson-beach-cwd.dst.ca.us</a>
Stinson Beach Fire Protection District	SPD	<a href="http://stinsonbeachfire.com">stinsonbeachfire.com</a>
Strawberry Recreation District	SPD	<a href="http://strawberry.marin.org">strawberry.marin.org</a>
Tamalpais Community Services District	SPD	<a href="http://tcsd.us">tcsd.us</a>
Tamalpais Union High School District	SCH	<a href="http://tamdistrict.org">tamdistrict.org</a>
Tiburon, Town Of	MUNI	<a href="http://townoftiburon.org">townoftiburon.org</a>
Tiburon Fire Protection District	SPD	<a href="http://tiburonfire.org">tiburonfire.org</a>
Tiburon Sanitary District #5	SPD	<a href="http://sani5.org">sani5.org</a>
Tomaes Village Community Services District	SPD	<a href="http://tomalescsd.ca.gov">tomalescsd.ca.gov</a>
Transportation Authority of Marin <sup>27</sup>	JPA	<a href="http://tam.ca.gov">tam.ca.gov</a>
Union Joint School District	SCH	<a href="http://districts.marinschools.org/sites/Union/SitePages/Home.aspx">districts.marinschools.org/sites/Union/SitePages/Home.aspx</a>

!Agency Type: JPA = Joint Powers Authority / MUNI = Municipality / RAIL = Rail / SCH = School / SPD = Special District !

<sup>26</sup> Found too late for inclusion in web transparency audit

<sup>27</sup> Found too late for inclusion in web transparency audit

APPENDIX C: State of California Statement of Facts



**State of California**  
**Secretary of State**

**STATEMENT OF FACTS**  
**ROSTER OF PUBLIC AGENCIES FILING**  
(Government Code section 53051)

(Office Use Only)

**Instructions:**

1. Complete and mail to: Secretary of State, P.O. Box 942870, Sacramento, CA 94277-2870 (916) 653-3984
2. A street address must be given as the official mailing address or as the address of the presiding officer.
3. Complete addresses as required.
4. If you need additional space, attach information on an 8½" X 11" page, one sided and legible.

New Filing  Update

Legal name of Public Agency: \_\_\_\_\_

Nature of Update: \_\_\_\_\_

County: \_\_\_\_\_

Official Mailing Address: \_\_\_\_\_

Name and Address of each member of the governing board:

**Chairman, President or other Presiding Officer (Indicate Title):** \_\_\_\_\_

Name: \_\_\_\_\_ Address: \_\_\_\_\_

**Secretary or Clerk (Indicate Title):** \_\_\_\_\_

Name: \_\_\_\_\_ Address: \_\_\_\_\_

**Members:**

Name: \_\_\_\_\_ Address: \_\_\_\_\_

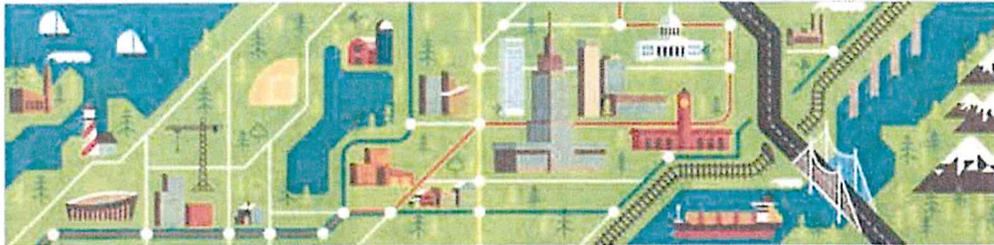
RETURN ACKNOWLEDGMENT TO: (Type or Print)

NAME	Date
ADDRESS	Signature
CITY/STATE/ZIP	Typed Name and Title

SEC/STATE NPSF 405 Rev 04/2015

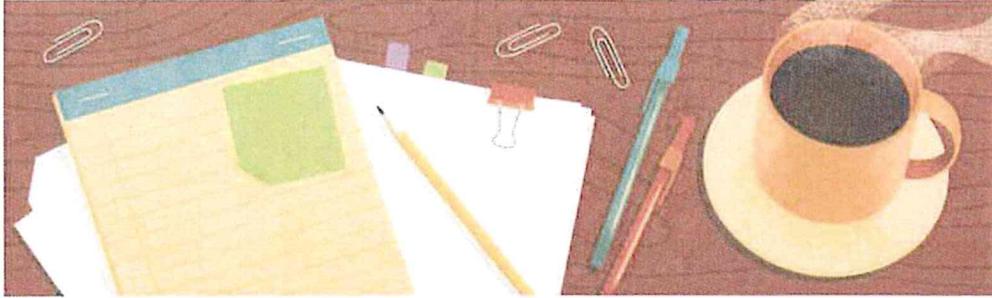
From: <http://www.sos.ca.gov/business-programs/special-filings/forms>

APPENDIX D: Web Transparency Checklist for Marin Cities, Towns, and County



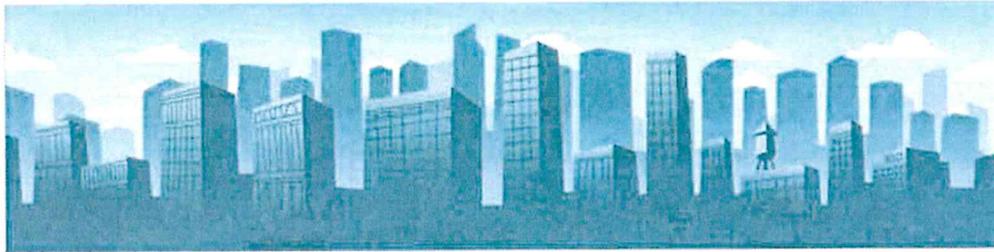
Criteria	Features
Overview	<input type="checkbox"/> Mission Statement ("What we do") <input type="checkbox"/> Description of services/functions <input type="checkbox"/> Boundary of service area
Budget	<input type="checkbox"/> Budget for current fiscal year, <input type="checkbox"/> Budget for the past three years <input type="checkbox"/> Financial reserves policy
Meetings	<input type="checkbox"/> Board meeting schedule <input type="checkbox"/> Archive of Board meeting agendas & minutes for at least the last 6 months
Elected & Appointed Officials	<input type="checkbox"/> Board members (names, contact info, terms of office, compensation, and biography) <input type="checkbox"/> Election procedure and deadlines, <input type="checkbox"/> Reimbursement and compensation policy
Administrative Officials	<input type="checkbox"/> General manager and key staff (names, contact info, compensation, and benefits)
Audits	<input type="checkbox"/> Current financial audit <input type="checkbox"/> Financial audits for the past three years
Contracts	<input type="checkbox"/> Current requests for proposals and bidding opportunities (more than \$25,000 in value) <input type="checkbox"/> Instructions on how to submit a bid or proposal <input type="checkbox"/> Approved vendor contracts (more than \$25,000 in value)
Public Records	<input type="checkbox"/> Online/downloadable Public Records Act (or FOIA) request form
Revenue Sources	<input type="checkbox"/> Summary of fees received and summary of revenue sources
Municipal Specific	<input type="checkbox"/> Total number of lobbyists employed and total spent on lobbying <input type="checkbox"/> Downloadable permit applications <input type="checkbox"/> Zoning ordinances

APPENDIX E: Web Transparency Checklist for Marin School Districts



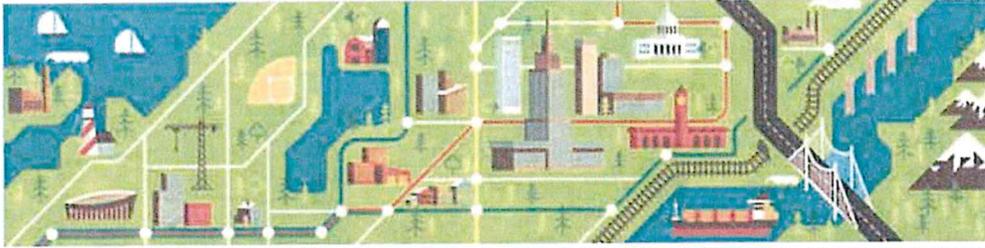
Criteria	Features
Overview	<ul style="list-style-type: none"> <li><input type="checkbox"/> Mission Statement ("What we do")</li> <li><input type="checkbox"/> Description of services/functions</li> <li><input type="checkbox"/> Boundary of service area</li> </ul>
Budget	<ul style="list-style-type: none"> <li><input type="checkbox"/> Budget for current fiscal year,</li> <li><input type="checkbox"/> Budget for the past three years</li> <li><input type="checkbox"/> Financial reserves policy</li> </ul>
Meetings	<ul style="list-style-type: none"> <li><input type="checkbox"/> Board meeting schedule</li> <li><input type="checkbox"/> Archive of Board meeting agendas &amp; minutes for at least the last 6 months</li> </ul>
Elected Officials	<ul style="list-style-type: none"> <li><input type="checkbox"/> Board members (names, contact info, terms of office, compensation, and biography)</li> <li><input type="checkbox"/> Election procedure and deadlines,</li> <li><input type="checkbox"/> Reimbursement and compensation policy</li> </ul>
Administrative Officials	<ul style="list-style-type: none"> <li><input type="checkbox"/> General manager and key staff (names, contact info, compensation, and benefits)</li> </ul>
Audits	<ul style="list-style-type: none"> <li><input type="checkbox"/> Current financial audit</li> <li><input type="checkbox"/> Financial audits for the previous three years</li> </ul>
Contracts	<ul style="list-style-type: none"> <li><input type="checkbox"/> Current requests for proposals and bidding opportunities (more than \$25,000 in value)</li> <li><input type="checkbox"/> Instructions on how to submit a bid or proposal</li> <li><input type="checkbox"/> Approved vendor contracts (more than \$25,000 in value)</li> </ul>
Public Records	<ul style="list-style-type: none"> <li><input type="checkbox"/> Online/downloadable Public Records Act (or FOIA) request form</li> </ul>
Revenue Sources	<ul style="list-style-type: none"> <li><input type="checkbox"/> Summary of fees received and summary of revenue sources</li> </ul>
Reports	<p>For K-12:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> School Accountability Report Card (SARC)</li> <li><input type="checkbox"/> California Assessment of Student Performance and Progress (CAASPP)</li> <li><input type="checkbox"/> The California Healthy Kids Survey (CHKS).</li> </ul> <p>For College:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> California Community Colleges Student Success Scorecard</li> </ul>

## APPENDIX F: Web Transparency Checklist for Marin Special Districts



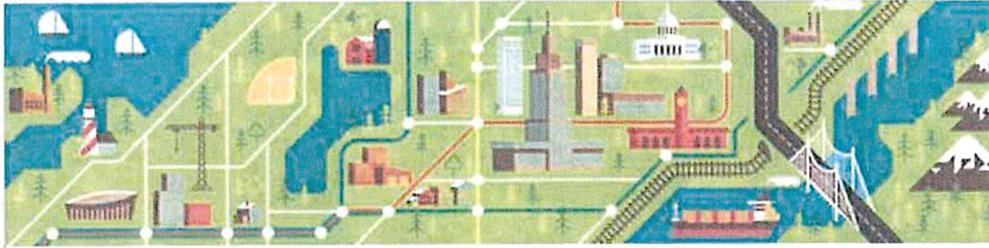
Criteria	Features
Overview	<input type="checkbox"/> Mission Statement ("What we do") <input type="checkbox"/> Description of services/functions <input type="checkbox"/> Boundary of service area
Budget	<input type="checkbox"/> Budget for current fiscal year, <input type="checkbox"/> Budget for the past three years <input type="checkbox"/> Financial reserves policy
Meetings	<input type="checkbox"/> Board meeting schedule <input type="checkbox"/> Archive of Board meeting agendas & minutes for at least the last 6 months
Elected Officials	<input type="checkbox"/> Board members (names, contact info, terms of office, compensation, and biography) <input type="checkbox"/> Election procedure and deadlines, <input type="checkbox"/> Reimbursement and compensation policy
Administrative Officials	<input type="checkbox"/> General manager and key staff (names, contact info, compensation, and benefits)
Audits	<input type="checkbox"/> Current financial audit <input type="checkbox"/> Financial audits for the past three years
Contracts	<input type="checkbox"/> Current requests for proposals and bidding opportunities (more than \$25,000 in value) <input type="checkbox"/> Instructions on how to submit a bid or proposal <input type="checkbox"/> Approved vendor contracts (more than \$25,000 in value)
Public Records	<input type="checkbox"/> Online/downloadable Public Records Act (or FOIA) request form
Revenue Sources	<input type="checkbox"/> Summary of fees received and summary of revenue sources
District Specific	<input type="checkbox"/> Authorizing statute/enabling act (Principal Act or Special Act) <input type="checkbox"/> Board member ethics training certificates

APPENDIX G: Web Transparency Checklist for Rail Districts



Criteria	Features
Overview	<input type="checkbox"/> Mission Statement ("What we do") <input type="checkbox"/> Description of services/functions <input type="checkbox"/> Boundary of service area
Budget	<input type="checkbox"/> Budget for current fiscal year, <input type="checkbox"/> Budget for the past three years <input type="checkbox"/> Financial reserves policy
Meetings	<input type="checkbox"/> Board meeting schedule <input type="checkbox"/> Archive of Board meeting agendas & minutes for at least the last 6 months
Elected & Appointed Officials	<input type="checkbox"/> Board members (names, contact info, terms of office, compensation, and biography) <input type="checkbox"/> Election procedure and deadlines, <input type="checkbox"/> Reimbursement and compensation policy
Administrative Officials	<input type="checkbox"/> General manager and key staff (names, contact info, compensation, and benefits)
Audits	<input type="checkbox"/> Current financial audit <input type="checkbox"/> Financial audits for the past three years
Contracts	<input type="checkbox"/> Current requests for proposals and bidding opportunities (more than \$25,000 in value) <input type="checkbox"/> Instructions on how to submit a bid or proposal <input type="checkbox"/> Approved vendor contracts (more than \$25,000 in value)
Public Records	<input type="checkbox"/> Online/downloadable Public Records Act (or FOIA) request form
Revenue Sources	<input type="checkbox"/> Summary of fees received and summary of revenue sources
Governing Document	<input type="checkbox"/> As established by California State Assembly

APPENDIX H: Web Transparency Checklist for Marin Joint Powers Authority (JPAs)



Criteria	Features
Overview	<ul style="list-style-type: none"> <li><input type="checkbox"/> Mission Statement ("What we do")</li> <li><input type="checkbox"/> Description of services/functions</li> <li><input type="checkbox"/> Boundary of service area</li> </ul>
Budget	<ul style="list-style-type: none"> <li><input type="checkbox"/> Budget for current fiscal year,</li> <li><input type="checkbox"/> Budget for the past three years</li> <li><input type="checkbox"/> Financial reserves policy</li> </ul>
Meetings	<ul style="list-style-type: none"> <li><input type="checkbox"/> Board meeting schedule</li> <li><input type="checkbox"/> Archive of Board meeting agendas &amp; minutes for at least the last 6 months</li> </ul>
Elected & Appointed Officials	<ul style="list-style-type: none"> <li><input type="checkbox"/> Board members (names, contact info, terms of office, compensation, and biography)</li> <li><input type="checkbox"/> Election procedure and deadlines,</li> <li><input type="checkbox"/> Reimbursement and compensation policy</li> </ul>
Administrative Officials	<ul style="list-style-type: none"> <li><input type="checkbox"/> General manager and key staff (names, contact info, compensation, and benefits)</li> </ul>
Audits	<ul style="list-style-type: none"> <li><input type="checkbox"/> Current financial audit</li> <li><input type="checkbox"/> Financial audits for the past three years</li> </ul>
Contracts	<ul style="list-style-type: none"> <li><input type="checkbox"/> Current requests for proposals and bidding opportunities (more than \$25,000 in value)</li> <li><input type="checkbox"/> Instructions on how to submit a bid or proposal</li> <li><input type="checkbox"/> Approved vendor contracts (more than \$25,000 in value)</li> </ul>
Public Records	<ul style="list-style-type: none"> <li><input type="checkbox"/> Online/downloadable Public Records Act (or FOIA) request form</li> </ul>
Revenue Sources	<ul style="list-style-type: none"> <li><input type="checkbox"/> Summary of fees received and summary of revenue sources</li> </ul>
JPA Agreement	<ul style="list-style-type: none"> <li><input type="checkbox"/> A copy of the Joint Powers Agreement (as filed and adopted by member agencies)</li> </ul>

APPENDIX I: Marin Cities, Towns, and County Web Transparency Scorecards

(see Appendix D for details of the Marin Cities, Towns, and County Web Transparency Checklist)

<p>City of Belvedere</p> <p><b>GRADE: B-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>Town of Corte Madera</p> <p><b>GRADE: A+</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>Town of Fairfax</p> <p><b>GRADE: B-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>City of Larkspur</p> <p><b>GRADE: A-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>City of Mill Valley</p> <p><b>GRADE: A-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>
<p>City of Novato</p> <p><b>GRADE: B-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>Town of Ross</p> <p><b>GRADE: C</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>Town of San Anselmo</p> <p><b>GRADE: B-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>City of San Rafael</p> <p><b>GRADE: B</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>	<p>City of Sausalito</p> <p><b>GRADE: A+</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Municipal Specific </p>

APPENDIX I: Marin Cities, Towns, and County Web Transparency Scorecards (cont' d)

Town of Tiburon	
<b>GRADE: A-</b>	
Overview	
Budget	
Meetings	
Elected Officials	
Administrative Officials	
Audits	
Contracts	
Public Records	
Revenue Sources	
Municipal Specific	

County of Marin	
<b>GRADE: C-</b>	
Overview	
Budget	
Meetings	
Elected Officials	
Administrative Officials	
Audits	
Contracts	
Public Records	
Revenue Sources	
Municipal Specific	

APPENDIX J: Marin School District Web Transparency Scorecards

(see Appendix E for details of the Marin School District Web Transparency Checklist)

<p><b>Bolinas-Stinson Union District</b></p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p><b>Dixie School District</b></p> <p><b>GRADE: C</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p><b>Kentfield School District</b></p> <p><b>GRADE: C-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p><b>Laguna Joint School District</b></p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p><b>Lagunitas School District</b></p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>
<p><b>Larkspur-Corte Madera School District</b></p> <p><b>GRADE: B-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p><b>Lincoln School District</b></p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p><b>Mill Valley School District</b></p> <p><b>GRADE: C</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p><b>Nicasio School District</b></p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p><b>Novato Unified School District</b></p> <p><b>GRADE: A-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>

APPENDIX J: Marin School District Web Transparency Scorecards (cont'd)

<p>Reed Union School District</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Ross School District</p> <p><b>GRADE: D-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Ross Valley School District</p> <p><b>GRADE: B-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>San Rafael City Schools</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Sausalito Marin City School District</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>
<p>Shoreline Unified School District</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Tamalpais Union High School District</p> <p><b>GRADE: D-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Union Joint School District</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	<p>Marin Community College District</p> <p><b>GRADE: C-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>Reports </p>	

**APPENDIX K: Marin Special District Web Transparency Scorecards**

(see Appendix F for details of the Marin Special District Web Transparency Checklist)

<p><b>Almonte Sanitary District</b></p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p><b>Alto Sanitary District</b></p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p><b>Bel Marin Keys CSD</b></p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p><b>Bolinas Community Public Utility District</b></p> <p><b>GRADE: A+</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p><b>Bolinas Fire Protection District</b></p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>
<p><b>Bolinas Highlands Permanent Road Division</b></p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p><b>Corte Madera Sanitary District No. 2</b></p> <p><b>GRADE: D</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p><b>CSA #1 (Loma Verde)</b></p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p><b>CSA #6 (Gallinas Creek)</b></p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p><b>CSA #9 (Northbridge)</b></p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>

APPENDIX K: Marin Special District Web Transparency Scorecards (cont'd)

<p>CSA #13 (Lucas Valley)</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #14 (Homestead Valley)</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #16 (Greenbrae)</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #17 (Kentfield)</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #18 (Las Gallinas)</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>
<p>CSA #19 (San Rafael)</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #20 (Indian Valley, Dominga Canyon)</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #23 (Terra Linda)</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #25 (UnIncorporated Novato)</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #27 (Ross Valley Paramedic)</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>

APPENDIX K: Marin Special District Web Transparency Scorecards (cont'd)

<p>CSA #28 (West Marin Paramedic)</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #29 (Paradise Cay)</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #31 (County Fire)</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>CSA #33 (Stinson Beach)</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Homestead Valley Sanitary District</p> <p><b>GRADE: D-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>
<p>Inverness Public Utility District</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Inverness Subdivision No. 2 Permanent Road Division</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Kentfield Fire Protection District</p> <p><b>GRADE: C-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Las Gallinas Valley Sanitary District</p> <p><b>GRADE: A-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin City CSD</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>

APPENDIX K: Marin Special District Web Transparency Scorecards (cont'd)

<p>Marin County Fire Department</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin County Flood Control and Water Conservation District</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin County Lighting District</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin County Open Space District</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin County Transit District</p> <p><b>GRADE: B</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>
<p>Marin Healthcare District</p> <p><b>GRADE: D-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin Municipal Water District</p> <p><b>GRADE: B-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin Resource Conservation District</p> <p><b>GRADE: A-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marin/Sonoma Mosquito &amp; Vector Control District</p> <p><b>GRADE: A+</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Marinwood Community Service District</p> <p><b>GRADE: D-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>

APPENDIX K: Marin Special District Web Transparency Scorecards (cont'd)

<p>Monte Cristo Permanent Road Division</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Mt. View Ave-Lagunitas Permanent Road Division</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Muir Beach Community Service District</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Murray Park Sewer Maintenance Division</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>North Marin Water District</p> <p><b>GRADE: B</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>
<p>Novato - Kendon Lane Improvement</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Novato Fire Protection District</p> <p><b>GRADE: A+</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Novato Sanitary District</p> <p><b>GRADE: A+</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Paradise Estate Permanent Road Division</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Richardson Bay Sanitary District</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>

APPENDIX K: Marin Special District Web Transparency Scorecards (cont' d)

<p>Ross Valley Sanitary District</p> <p><b>GRADE: C-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Rush Creek Lighting and Landscaping</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>San Quentin Village Sewer Maintenance Division</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>San Rafael Sanitation District</p> <p><b>GRADE: D</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Sausalito - Marin City Sanitary District</p> <p><b>GRADE: A-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>
<p>Sleepy Hollow Fire Protection District</p> <p><b>GRADE: D</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Southern Marin Fire Protection District</p> <p><b>GRADE: B</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Stinson Beach County Water District</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Stinson Beach Fire Protection District</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>	<p>Strawberry Recreation District</p> <p><b>GRADE: D-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>District Specific </p>

APPENDIX K: Marin Special District Web Transparency Scorecards (cont'd)

Tamalpais Community Services District	Tiburon Fire Protection District	Tiburon Sanitary District #5	Tomales Village Community Services District
<b>GRADE: A-</b>	<b>GRADE: D-</b>	<b>GRADE: D</b>	<b>GRADE: D</b>
Overview	Overview	Overview	Overview
Budget	Budget	Budget	Budget
Meetings	Meetings	Meetings	Meetings
Elected Officials	Elected Officials	Elected Officials	Elected Officials
Administrative Officials	Administrative Officials	Administrative Officials	Administrative Officials
Audits	Audits	Audits	Audits
Contracts	Contracts	Contracts	Contracts
Public Records	Public Records	Public Records	Public Records
Revenue Sources	Revenue Sources	Revenue Sources	Revenue Sources
District Specific	District Specific	District Specific	District Specific

## APPENDIX L: Marin Rail District Web Transparency Scorecard

(see Appendix G for details of the Marin Rail District Web Transparency Checklist)

Sonoma-Marín Area Rail Transit	
<b>GRADE: C-</b>	
Overview	✓
Budget	✗
Meetings	✓
Elected Officials	✗
Administrative Officials	✗
Audits	✓
Contracts	✗
Public Records	✗
Revenue Sources	✓
Governing Docs	✓

**APPENDIX M: Marin Joint Powers Authority Web Transparency Scorecards**  
 (see Appendix H for details of the Joint Powers Authority Web Transparency Checklist)

<b>Belvedere-Tiburon Joint Recreation Committee District</b> <b>GRADE: F</b> Overview Budget Meetings Elected Officials Administrative Officials Audits Contracts Public Records Revenue Sources JPA Agreement	<b>Belvedere-Tiburon Library Agency</b> <b>GRADE: B-</b> Overview Budget Meetings Elected Officials Administrative Officials Audits Contracts Public Records Revenue Sources JPA Agreement	<b>Central Marin Police Authority</b> <b>GRADE: C-</b> Overview Budget Meetings Elected Officials Administrative Officials Audits Contracts Public Records Revenue Sources JPA Agreement	<b>Central Marin Sanitation Agency</b> <b>GRADE: B</b> Overview Budget Meetings Elected Officials Administrative Officials Audits Contracts Public Records Revenue Sources JPA Agreement	<b>Fairfax Financing Authority</b> <b>GRADE: F</b> Overview Budget Meetings Elected Officials Administrative Officials Audits Contracts Public Records Revenue Sources JPA Agreement
<b>Firehouse Community Park Agency</b> <b>GRADE: F</b> Overview Budget Meetings Elected Officials Administrative Officials Audits Contracts Public Records Revenue Sources JPA Agreement	<b>Gateway Improvement Authority</b> <b>GRADE: B-</b> Overview Budget Meetings Elected Officials Administrative Officials Audits Contracts Public Records Revenue Sources JPA Agreement	<b>Gateway Refinancing Authority</b> <b>GRADE: B-</b> Overview Budget Meetings Elected Officials Administrative Officials Audits Contracts Public Records Revenue Sources JPA Agreement	<b>Larkspur Marina Financing Authority</b> <b>GRADE: F</b> Overview Budget Meetings Elected Officials Administrative Officials Audits Contracts Public Records Revenue Sources JPA Agreement	<b>Marin Clean Energy</b> <b>GRADE: C-</b> Overview Budget Meetings Elected Officials Administrative Officials Audits Contracts Public Records Revenue Sources JPA Agreement

APPENDIX M: Marin Joint Powers Authority Web Transparency Scorecards (cont'd)

<p>Marin County Capital Improvements Financing Authority</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin County Hazardous and Solid Waste Joint Powers Authority</p> <p><b>GRADE: B-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin County Major Crimes Task Force</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin County Open Space Financing Authority</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin Emergency Radio Authority</p> <p><b>GRADE: B</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>
<p>Marin General Services Authority</p> <p><b>GRADE: D</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin Municipal Water District Financing Corporation</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin Pupil Transportation Agency</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin Schools Insurance Authority</p> <p><b>GRADE: C-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Marin Telecommunications Agency</p> <p><b>GRADE: B-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>

APPENDIX M: Marin Joint Powers Authority Web Transparency Scorecards (cont'd)

<p>Marinet Consortium Joint Powers Authority</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Mill Valley Financing Authority</p> <p><b>GRADE: D</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Northern CA Comm. Colleges Self Insurance Authority</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Novato Public Finance Authority</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Richardson Bay Regional Agency</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>
<p>Ross Valley Fire Department</p> <p><b>GRADE: C-</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Ross Valley Paramedic Authority</p> <p><b>GRADE: B</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>San Rafael Joint Powers Financing Authority</p> <p><b>GRADE: F</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Sewerage Agency of Southern Marin</p> <p><b>GRADE: C</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>	<p>Southern Marin Emergency Medical-Paramedic System</p> <p><b>GRADE: B</b></p> <p>Overview </p> <p>Budget </p> <p>Meetings </p> <p>Elected Officials </p> <p>Administrative Officials </p> <p>Audits </p> <p>Contracts </p> <p>Public Records </p> <p>Revenue Sources </p> <p>JPA Agreement </p>

## APPENDIX N: Website Creation Software Tools

While the Grand Jury did not conduct a comprehensive evaluation of website creation software tools (and do not endorse any particular tool) we wanted to highlight the range of tools currently available to local agencies.

At the low-end of the cost spectrum there are a number of free tools to create a website (e.g., [Weebly.com](http://Weebly.com) or [Wordpress.com](http://Wordpress.com)). These tools can create a basic functional website with little effort. However, using these tools to create "professional looking" results requires additional graphical and technical skills.

Digital Deployment's Streamline ([GetStreamline.com](http://GetStreamline.com)) website creation software is designed specifically for California's special districts. Special District Leadership Foundation's web transparency checklist is integrated into the software, making it easy for the user to ensure their agency follows best practices. A district can create a (or migrate an existing) website in a matter of hours. The resulting website's appearance is Americans with Disabilities Act (ADA) compliant<sup>28</sup> and it is a responsive design adapting to the website visitor's device (e.g., a smartphone, a tablet, a laptop, etc.). Current annual pricing for Streamline ranges from \$600-\$6,000 including unlimited technical support, based on the agency's annual budget and California Special District Association (CSDA) membership status. While the transparency dashboard is designed for special districts, Streamline could be used by other types of local agencies.

CivicPlus ([CivicPlus.com](http://CivicPlus.com)) offers website creation software for municipalities. Currently used by over 2000 agencies throughout the United States, the software promotes ease of use by making an agency's information accessible within two clicks. CivicPlus has over 25 modules that efficiently support an agency's functions, including, Community Connection, Bid Postings, and Citizen Request Tracker™. CivicPlus' strength is working with agency departments to create a consistent, attractive, and efficient visitor experience. Like Streamline's software, the resulting website is both ADA-compliant and has a responsive design. Pricing for CivicPlus varies based on the number of modules needed, agency size, and scope of work needed, with a one-time upfront payment, and recurring annual pricing ranging from \$1,000-\$100,000.

At the upper-end of the cost spectrum are customized solutions. Creating a modern website that meets government regulations is a specialized skill that requires either hiring a consultant or using an in-house IT department. Since IT departments are often busy with a myriad of technical challenges, and consultant fees can be high, it is not unusual for an agency's website content to be out-of-date.

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<sup>28</sup> While federal government organizations must follow web accessibility guidelines under Section 508 of the Workforce Rehabilitation Act of 1973, there is not yet an ADA-compliant requirement for local agency websites.

## GLOSSARY

- **Assessment District:** A method for financing public improvements.
- **County Service Area:** As defined by California Government Code §25210, allows for residents and property owners in unincorporated areas to finance and provide needed public facilities and services.
- **Dependent Special District:** A special district governed by an existing legislative body (e.g., a city council or board of supervisors).
- **Independent Special District:** A special district governed by an independent board of directors (either elected or appointed by another legislative body).
- **Joint Powers Agreement:** As defined by California Government Code §6503, a legal description of the purpose of the Joint Powers Authority, the power to be exercised, and the method and manner by which it will be accomplished.
- **Joint Powers Authority:** As defined by California Government Code §6500-6537, two or more public authorities that create a new legal entity to jointly work on a common problem (e.g., financing or regional wastewater treatment).
- **JPA:** see Joint Powers Authority. Alternately known as a Joint Powers Agency.
- **Local Agency:** California Government Code §6252 defines a local agency as including "...a county; city, whether general law or chartered; city and county; school district; municipal corporation; district; political subdivision; or any board, commission or agency thereof..."
- **Municipality:** A city or town government.
- **Principal Act:** A generic state law that applies statewide to all special districts of specific type.
- **Rail District:** A special district that provides rail service.
- **School District:** As defined by the United State Census Bureau, "a geographic entity within which state, county, local officials, the Bureau of Indian Affairs, or the U.S. Department of Defense provide public educational services for the area's residents"
- **Special Act:** A law specific to the unique needs of an area.
- **Special District:** As defined by California Government Code §56036, a separate local government with its own governing body that delivers public services to a particular area (e.g., fire protection or sewer maintenance). Special districts can either be independent or dependent.
- **Transparency:** As defined by [OpenGovData.org](http://OpenGovData.org), data that is: complete, primary, timely, accessible, machine processable, non-discriminatory, non-proprietary, and license-free.
- **Web Transparency:** The presentation of transparency information on an agency's website.