AGENDA
REGULAR MEETING
CITY COUNCIL OF THE TOWN OF COLMA

Colma Town Hall
1198 El Camino Real
Colma, CA 94014

Wednesday, July 24, 2019
7:00 PM

PLEDGE OF ALLEGIANCE AND ROLL CALL

ADOPTION OF AGENDA

PRESENTATIONS

- Introduction of New Recreation Coordinator Dinora Navarro
- ScholarShare529 College Savings Program
- San Mateo County's Disposable Food Service Ware Ordinance

PUBLIC COMMENTS

Comments on the Consent Calendar and Non-Agenda Items will be heard at this time. Comments on Agenda Items will be heard when the item is called.

CONSENT CALENDAR

1. Motion to Accept the Minutes from the July 10, 2019 Regular Meeting.
2. Motion to Adopt a Resolution Amending Subchapter 4.02 of the Colma Administrative Code, Relating to Investment Policies.

PUBLIC HEARING

3. **GREEN INFRASTRUCTURE**

   a. *Consider:* Motion to Adopt a Resolution Approving the Town of Colma Green Infrastructure Plan in Accordance with Provision C.3.j. of the Municipal Regional Permit, and Finding the Action to be Exempt from Environmental Review Pursuant to CEQA Guidelines 15308.

   b. *Consider:* Motion to Introduce an Ordinance Amending Subchapter 3.10 of the Colma Municipal Code and Finding the Action to be Exempt From Environmental Review Pursuant to CEQA Guideline 15308, Relating to Green Infrastructure, and Waive a Second Reading.

STUDY SESSION

4. **GENERAL PLAN LAND USE ELEMENT**

This item is for discussion only; no action will be taken at this meeting

NEW BUSINESS

5. **SB2 PLANNING GRANT PROGRAM FUNDS**

Consider: Motion to Adopt a Resolution Authorizing Application for and Receipt of SB 2 Planning Grant Program (PGP) Funds.

6. **ADOPTION OF VALUE BASED CODE OF CONDUCT**

Consider: Motion to Adopt a Resolution Repealing Appendix A of Subchapter 1.02 and Adding Subchapter 1.03 to the Colma Administrative Code, Relating to the Value-Based Code of Conduct.

REPORTS

Mayor/City Council
City Manager

ADJOURNMENT

The City Council Meeting Agenda Packet and supporting documents are available for review at the Colma Town Hall, 1198 El Camino Real, Colma, CA during normal business hours (Mon – Fri 8am-5pm). Persons interested in obtaining an agenda via e-mail should call Caitlin Corley at 650-997-8300 or email a request to ccorley@colma.ca.gov.

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MINUTES
REGULAR MEETING
City Council of the Town of Colma
Town Hall Council Chamber, 1198 El Camino Real
Colma, CA 94014
Wednesday, July 10, 2019
7:00 PM

CALL TO ORDER

Mayor Joanne F. del Rosario called the meeting to order at 7:00 p.m.

Council Present –Mayor Joanne F. del Rosario, Vice Mayor John Irish Goodwin, Council Members Diana Colvin, Helen Fisicaro and Raquel Gonzalez were all present.

Staff Present – City Manager Brian Dossey, City Attorney Christopher Diaz, Chief of Police Kirk Stratton, Recreation Manager Liz Tapia, City Planner Michael Laughlin, City Clerk Caitlin Corley, and Building Official Chai Lor were in attendance.

ADOPTION OF THE AGENDA

Mayor del Rosario asked if there were any changes to the agenda; none were requested. The Mayor asked for a motion to adopt the agenda.

Action: Council Member Colvin moved to adopt the agenda; the motion was seconded by Council Member Gonzalez and carried by the following vote:

Name	Voting		Present, Not Voting		Absent
	Aye	No	Abstain	Not Participating	
Joanne F. del Rosario, Mayor	✓				
John Irish Goodwin	✓				
Diana Colvin	✓				
Helen Fisicaro	✓				
Raquel Gonzalez	✓				
	5	0			

PRESENTAIONS

- Recreation Manager Liz Tapia introduced new Facility Attendant Adanna Bellot and Recreation Leaders Mariah Esquivel, Andrea Ortega, Vincent Martin, and Rebecca Walton.
- Racheal Londer from the San Mateo County office of Sustainability gave a presentation on Peninsula Clean Energy Reach Codes.

PUBLIC COMMENTS

Mayor del Rosario opened the public comment period at 7:19 p.m. and seeing no one come forward to speak, she closed the public comment period.

CONSENT CALENDAR

1. Motion to Accept the Minutes from the June 26, 2019 Regular Meeting.
2. Motion to Accept Report of Checks Paid for June 2019.
3. Motion to Accept Informational Report on Recreation Department Programs, Activities,

Events, and Trips for the Second Quarter of 2019.

Action: Vice Mayor Goodwin moved to approve the Consent Calendar items #1 through #3; the motion was seconded by Council Member Colvin and carried by the following vote:

Name	Voting		Present, Not Voting		Absent
	Aye	No	Abstain	Not Participating	
Joanne F. del Rosario, Mayor	✓				
John Irish Goodwin	✓				
Diana Colvin	✓				
Helen Fisicaro	✓				
Raquel Gonzalez	✓				
	5	0			

NEW BUSINESS

4. LEAGUE OF CALIFORNIA CITIES CONFERENCE VOTING DELEGATE

City Clerk Caitlin Corley presented the staff report. Mayor del Rosario opened the public comment period at 7:21 p.m. and seeing no one come forward to speak, she closed the public comment period. Council discussion followed.

Action: Vice Mayor Goodwin made a Motion Designating City Manager Brian Dossey as the Voting Delegate for the Annual League of California Cities Conference in October 2019; the motion was seconded by Council Member Fisicaro and carried by the following vote:

Name	Voting		Present, Not Voting		Absent
	Aye	No	Abstain	Not Participating	
Joanne F. del Rosario, Mayor	✓				
John Irish Goodwin	✓				
Diana Colvin	✓				
Helen Fisicaro	✓				
Raquel Gonzalez	✓				
	5	0			

5. EL CAMINO REAL IMPROVEMENT PLAN – TECHNICAL ADVISORY COMMITTEE

City Manager Brian Dossey presented the staff report. Mayor del Rosario opened the public comment period at 7:24 p.m. and seeing no one come forward to speak, she closed the public comment period. Council discussion followed.

Action: Council Member Fisicaro made a Motion to Appoint Vice Mayor John Goodwin and Council Member Diana Colvin to Participate in the Technical Advisory Committee (TAC) Meetings for El Camino Real Bicycle and Pedestrian Improvement Plan; the motion was seconded by Vice Mayor Goodwin and carried by the following vote:

Name	Voting		Present, Not Voting		Absent
	Aye	No	Abstain	Not Participating	
Joanne F. del Rosario, Mayor	✓				
John Irish Goodwin	✓				
Diana Colvin	✓				
Helen Fisicaro	✓				
Raquel Gonzalez	✓				
	5	0			

6. **UPDATE TO SOCIAL MEDIA POLICY – COLMA ADMINISTRATIVE CODE**

City Attorney Christopher Diaz presented the staff report. Mayor del Rosario opened the public comment period at 7:37 p.m. and seeing no one come forward to speak, she closed the public comment period. Council discussion followed.

Action: Vice Mayor Goodwin made a Motion to Adopt a Resolution Amending Subchapter 1.17 of the Colma Administrative Code, Relating to the Town's Social Media Policy; the motion was seconded by Council Member Colvin and carried by the following vote:

Name	Voting		Present, Not Voting		Absent
	Aye	No	Abstain	Not Participating	
Joanne F. del Rosario, Mayor	✓				
John Irish Goodwin	✓				
Diana Colvin	✓				
Helen Fisicaro	✓				
Raquel Gonzalez	✓				
	5	0			

7. **VALUE-BASED CODE OF CONDUCT**

City Manager Brian Dossey presented the staff report. Mayor del Rosario opened the public comment period at 7:53 p.m. Resident Maureen O'Connor made a comment. The Mayor closed the public comment period at 7:54 p.m. Council discussion followed.

This item was for discussion only; no action was taken at this meeting.

COUNCIL CALENDARING

The next Regular Council Meeting will be on Wednesday, July 24, 2019 at 7:00 p.m. at Town Hall.

REPORTS

City Manager Brian Dossey gave a report on the following topics:

- The 3rd Annual Colma Community Fair will be on Saturday, July 13, 2019.
- Interviews for the open Recreation Coordinator position were held on July 9, 2019; the position will hopefully be filled at mid-August.
- The open Police Dispatcher position will hopefully be filled in the next week or so.
- The Regular City Council Meeting on Wednesday, August 14, 2019 will likely be cancelled.

ADJOURNMENT

Mayor del Rosario adjourned the meeting at 8:01 p.m.

Respectfully submitted,

Caitlin Corley
City Clerk

STAFF REPORT

TO:	Mayor and Members of the City Council
FROM:	Pak Lin, Administrative Services Director
VIA:	Brian Dossey, City Manager
MEETING DATE:	July 24, 2019
SUBJECT:	Update Administrative Code Subchapter 4.02 on Investment Policy

RECOMMENDATION

Staff recommends that the City Council adopt:

> RESOLUTION AMENDING SUBCHAPTER 4.02 OF THE COLMA ADMINISTRATIVE CODE, RELATING TO INVESTMENT POLICIES

EXECUTIVE SUMMARY

The current investment policy was last revised in 2018. The best practice is to review the policy annually and if amendments are recommended they should be adopted by an action of the City Council. In addition, as part of the FY 2019-20, the City Council were in favor of expanding the Town's investment strategy from 100 percent in investment pools managed by the State (LAIF) and County (SMIF) to allocating a portion of the investment into FDIC/NCUA insured bank/brokerage CDs. The proposed changes comply with State guidelines and explicitly states the investment limits for bank/brokered CDs.

FISCAL IMPACT

Adoption of the policy does not directly impact the finances of the Town.

BACKGROUND

The Investment Policy defines the types of investments that are authorized for Town monies. California Government Code Section 53600-53609 documents permissible and prohibited investments. Setting investment limit minimizes investment risk and forces investment diversification.

Currently, the Town's investments are held in San Mateo County Investment Pool (SMIP, County Pool) and the State Treasurer Local Agency Investment Fund (LAIF). The County Pool and LAIF are also subject to Government Codes on permissible and prohibited investments. For this reason, the Government Code does not limit the investment amount held in either pools.

SMIP and LAIF are essentially the Town's secondary bank with a higher investment yield than the Town's general checking account, at no more than 1 percent in investment yield. Within one to two business days, both investment pools can transfer the requested funds to the Town's general checking account. With $5.0 million in LAIF and $17.3 million in SMIP, the Town has an opportunity to expand its investment strategy to include bank/brokered CDs, with a limit of $250,000 per purchase.

ANALYSIS

As part of the FY 2019-20 budget process, the City Council were in favor of expanding the Town's investment portfolio to include bank/broker certificate of deposits (CDs). The Town's current investment policy includes the following limits for CDs.

Investment Types	Portfolio Limits	Maximum Maturity
Negotiable Certificates of Deposit	No more than 20%	5 Years
Time Certificates of Deposit	None	5 Years

The policy does not include language regarding bank/broker CDs, which is a subset of Time CDs. The proposed changes will add the following language under section (f):

> **Bank/Brokered CDs (BCDs):** Similar to TCDs, above. BCDs are fully insured by either FDIC or NCUSIF, which is limited to $250,000 per purchase. The amount invested in NCDs with any one financial institution in combination with any other debt from that financial institution shall not exceed 30 percent of the portfolio. The maximum maturity of these securities may not exceed five (5) years.

The next steps include issuance of a Request for Information (RFI) from interested broker/dealer and banks to be on the Town's qualified list, presentation to the City Council of authorized broker/dealer, purchase of FDIA/NCUA insured CDs to lock in the 2.0-2.8 percent investment return while maintaining the 30 percent portfolio limit, and continuous monitoring of the Town's investment earnings to maintain the Town's purchasing power.

Reasons For the Recommended Action

The proposed changes will make the investment policy more transparent in regards to bank/brokered CDs. It also complies with the California Government Code Section 53600-53609.

COUNCIL ADOPTED VALUES

By adopting the proposed changes to the Town's investment policy, the City Council is being a good steward of and being ***responsible*** with public funds.

CONCLUSION

Staff is requesting that the City Council adopt the Resolution.

ATTACHMENTS

A. Resolution
B. Colma Investment Policy with Redline

RESOLUTION NO. 2019-__
OF THE CITY COUNCIL OF THE TOWN OF COLMA

RESOLUTION AMENDING SUBCHAPTER 4.02 OF THE COLMA ADMINISTRATIVE CODE, RELATING TO INVESTMENT POLICIES

The City Council of the Town of Colma hereby resolves:

ARTICLE 1. CAC 4.02.060 AMENDED

A new subsection (f) is hereby added to Section 4.02.060 of the Colma Administrative Code to read as follows:

(f) **Certificates of Deposits (CDs)**

(1) **Negotiable ~~Certificates of Deposit~~ CDs (NCDs):** Investments issued by a nationally or state chartered bank, a savings association or a federal association, a state or federal credit union, or by a state-licensed branch of a foreign bank. Allowable NCDs are issued by a nationally or state chartered bank or savings and loan association, or by a state licensed branch of a foreign bank. Negotiable certificates of deposit (NCDs) purchases are limited to institutions which have long-term debt rated "A" or better and/or have short-term debt rated at least "A-1" or higher, or the equivalent by a NRSRO. A maximum of 20 percent of the portfolio may be invested in this category. The amount invested in NCDs with any one financial institution in combination with any other debt from that financial institution shall not exceed 15 percent of the portfolio. The maximum maturity of these securities is five years.

(2) **Time ~~Certificates of Deposit~~ CDs (TCDs):** Funds placed with commercial banks and savings and loans. The amount on deposit shall not exceed the shareholder's equity in the financial institution. To be eligible for purchase, the financial institution must have received a minimum overall satisfactory rating for meeting the credit needs of California Communities in its most recent evaluation, as provided Government Code Section 53635.2. TCDs are required to be collateralized as specified under Government Code Section 53630 et. seq. The Treasurer, at his discretion, may waive the collateralization requirements for any portion that is covered by federal (FDIC) insurance. The Town shall have a signed agreement with the depository per Government Code Section 53649. There is no limitation as to the percentage of the portfolio that may be invested in this category. The maximum maturity of these securities may not exceed five (5) years.

(3) **Bank/Brokered CDs (BCDs):** Similar to TCDs, above. BCDs are fully insured by either FDIC or NCUSIF, which is limited to $250,000 per purchase. The amount invested in NCDs with any one financial institution in combination with any other debt from that financial institution shall not exceed 30 percent of the portfolio. The

maximum maturity of these securities may not exceed five (5) years.

ARTICLE 2. CAC 4.02.070 AMENDED.

The table in section 4.02.070 is hereby amended as follows:

4.02.70 Summary of Investment Parameters and Additional Limits

Investment Type	Portfolio Limits	Maximum Maturity
US Treasury Bills, Notes & Bonds	None	5 Years
US Government Sponsored Agencies*	No more than 20%	5 Years
Bankers Acceptances*	No more than 20%	180 Days
Commercial Paper*	No more than 15%	270 Days
Negotiable CDs*	No more than 20%	5 Years
Time ~~Certificates of Deposit~~ CDs	None	5 Years
Bank/Brokered CDs	No more than 30%	5 Years
LAIF	Program limits max deposit to $65 million	N/A
San Mateo County Investment Pool (SMCIP)	No Max- Minimum program deposit $250,000	N/A
Money Market Funds*	No more than 20%	N/A
Medium Term Notes*	No more than 15%	5 Years

ARTICLE 3. CAC 4.02.130 AMENDED.

Section 4.02.030 of the Colma Administrative Code is hereby amended as follows:

4.02.130 Collateralization

Bank Deposits: Under provisions of the Government Code, California banks and savings and loan associations are required to secure the Town's deposits by pledging government securities as collateral.

Certificates of Deposit (non-Negotiable): The City Treasurer, at his/her discretion may waive the collateral requirement for deposits up to the maximum dollar amount which are covered by the Federal Deposit Insurance Corporation or National Credit Union Share Insurance Fund.

Collateral pledged with a U. S. Treasury Bill or Note must be at least 110% of the face value of the investment. Collateral pledged with first mortgages must be at least 150% of the face value of the investment. The right of collateral substitution may be granted by the Town.

Collateral will always be held by an independent third party with whom the financial institution has a current custodial agreement. These parties are limited to only those trust companies and trust departments, or the Federal Home Loan Bank of San Francisco, which have been approved by the California State Superintendent of Banks. [California Government Code Section 53656(b)]

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018; Res 2019-__, 07/__/19]

ARTICLE 4. CAC 4.02.150 AMENDED.

Section 4.02.150 of the Colma Administrative Code is hereby amended as follows:

4.02.150 Policy History and Annual Review

This policy and procedure amends and restates Section 4.02 of the Administrative Code previously adopted February 2014. This revised policy was adopted on November 9, 2016 (Resolution 2016-50) and on October 24, 2018 (Resolution 2018-45) by formal action of the City Council at its regular meeting. This policy is reviewed annually.

ARTICLE 5. EFFECTIVE DATE.

This resolution shall become effective immediately upon adoption.

Certification of Adoption

I certify that the foregoing Resolution No. 2019-__ was adopted at a regular meeting of said City Council held on July 24, 2019 by the following vote:

Name	Counted toward Quorum			Not Counted toward Quorum	
	Aye	No	Abstain	Present, Recused	Absent
Joanne F. del Rosario, Mayor					
John Irish Goodwin					
Diana Colvin					
Raquel Gonzalez					
Helen Fisicaro					
Voting Tally					

Dated _____

_____
Joanne F. del Rosario, Mayor

Attest: _____
Caitlin Corley, City Clerk

TOWN OF COLMA
COLMA
AUGUST 5, 1924
CALIFORNIA

CHAPTER FOUR: ORGANIZATION, FUNCTIONS AND GENERAL PROVISIONS

SUBCHAPTER 4.02: Investment Policy

Division 1: General Principles

4.02.010 Policy Statement and Purpose

It is the policy of the Town of Colma to invest public funds in a manner which will provide safety, liquidity and yield through a diversified investment portfolio suitable for management by the Town Staff. At all times the policy shall adhere to daily cash flow requirements and conforming to all State statutes (California Government Code (California Government Code) §53600, et seq.) governing the investment of public funds.

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018]

4.02.020 Scope

This Investment Policy applies to all invested financial assets of the Town of Colma, unless specifically exempted or covered by other investment criteria, such as in a bond or trust covenant or indenture. These funds are accounted for in the Town Annual Audited Financial Statements, and include the General Fund, Special Revenue Funds, Capital Project Funds, and Internal Service Funds.

Except for cash held in separate restricted funds, the Town will pool cash balances from all funds for investment in order to more effectively manage cash resources held by the Town. Investment income will be allocated to the Town's Funds based upon their respective cash balances and in accordance with Generally Accepted Accounting Principles (GAAP).

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018]

4.02.030 Objectives/Performance Standards

The overall program shall be designed and managed with a degree of professionalism worthy of the public trust. The primary objectives, in order of priority, of the Town's investment activities shall be:

(a) *Safety*: Safety of principal is the foremost objective of the investment program. The Town's investments shall be undertaken in a manner that seeks to safeguard the principal of the funds under its control by maintaining an appropriate risk level.

(b) *Liquidity*: The Town's investment portfolio will remain sufficiently liquid to enable the Town to meet its reasonably anticipated cash flow requirements.

(c) *Yield*: Yield should become a consideration only after the basic requirements of safety and liquidity have been met. The Town seeks to attain market average rate of return on its investments throughout economic cycles, consistent with constraints imposed by its safety objectives and cash flow considerations.

(d) *Diversification:* The investment portfolio will be diversified to avoid incurring unreasonable and avoidable risks regarding specific security types or individual financial institutions. This shall also conform with applicable sections of the Government Code. To attain this objective, the Town will initially diversify its investments by investing funds with suitable public agency pools which can provide a variety of securities and financial institutions meeting this requirement for diversification.

(e) *Hold To Maturity*: The Town intends to hold its investments to maturity in order to maximize its return on its investments and minimize its exposure to potential losses resulting from temporary declines in the market values of its investments. However, if a decline in the market value of a security is deemed by Staff to be permanent, the security may be sold early to minimize the loss of principal. Although there may be opportunities to resell securities, this type of regular trading is not recommended.

(f) *Benchmark*: Based on a passive investment strategy and a portfolio consisting of primarily bank deposits and public agency investment pools, the Treasurer may use as a comparison yield benchmark portfolios of similar average investment maturity, e.g. 90 Day United States Treasury Bill, 6 Month United States Treasury Bill, or the State Treasurer Local Agency Investment Fund (LAIF). In the event the Council authorizes investments in other securities as provided for in Section 4.02.070(A)(B), the Treasurer shall identify whether an alternative benchmark shall be presented to the City Council for approval.

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018]

Division 2: Operations

4.02.040 Delegation of Authority and Internal Controls

(a) As authorized in Government Code Section 53607, the City Council delegates the authority to invest funds of the Town to the Treasurer and/or any duly appointed Deputy Treasurer. The Treasurer and any duly appointed Deputy Town Treasurer shall make all investment decisions and transactions in accordance with State law and this investment policy. The City Manager is designated as the City Treasurer, in accordance with a Resolution adopted by the City Council. The City Treasurer has designated the Chief of Police and Administrative Services Director as Deputy Town Treasurers for the purpose of carrying out investment transactions, at such times as the Treasurer is unavailable.

(b) Pursuant to California Government Code Section 53607, the delegation of the Treasurer and appointed Deputy Treasurer, shall be for a one-year period or until the delegation of authority is revoked or expires. In accordance with the law, the City Council may renew the authority each year as part of an annual review of this policy.

(c) The Treasurer shall oversee the implementation of internal controls to regulate investment and banking activities and establish procedures for the operation of the investment program.

(d) The Town recognizes that in a diversified portfolio, occasional measured losses may be

inevitable and must be considered within the context of the overall portfolio's return and the cash flow requirements of the Town. Authorized individuals acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

(e) The Town may choose to engage the services of one or more external investment managers to assist in the management of the Town's investment portfolio in a manner consistent with the Town's objectives. A separate approval action by the City Council shall be taken at a public meeting prior to the use of an external manager. Once approved said external manager may be granted discretion to purchase and sell investment securities in accordance with this investment policy. Such managers must be registered under the Investment Advisors Act of 1940, and operate in accordance with applicable laws and regulations.

(f) Periodically as deemed appropriate by the City Manager and/or the City Council an independent analysis by an external auditor shall be conducted to review internal controls, account activity and compliance with policies and procedures.

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018]

4.02.050 Prudence

(a) Pursuant to California Government Code Section 53600.3, all persons authorized to make investment decisions on behalf of the City are trustees and therefore fiduciaries subject to the prudent investor standard: "When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency." For local agency funds invested in the county treasury, the county treasurer serves as a fiduciary and is subject to the prudent investor standard.

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018]

4.02.060 Authorized and Suitable Investments

This policy restricts the Town to only invest in the security types below, which do not exceed the authorized investments found in California Government Code sections 53601 and 53651:

(b) **U. S. Government** United States Treasury Bills, Notes, and Bonds backed by the full faith and credit of the United States Government are pledged for the payment of principal and interest. There is no limitation as to the percentage of the portfolio that may be invested in this category. The maximum maturity of these securities is five years.

(c) **U.S. Government Sponsored Enterprise Debt (GSEs) (known as Agencies)** Obligations, participations, or other instruments of, or issued by, a federal agency or U. S. Government sponsored enterprise. Such agencies include, but are not limited to: Federal National Mortgage Association (FNMA); Federal Home Loan Bank (FHLB); Government National Mortgage Association (GNMA); Community Development Corporation (CDC), Small Business Association (SBA), Tennessee Valley Authority (TVA) and Federal Home Loan Mortgage Corporation (FHLMC). The Town shall limit to no more than 20% of the portfolio that may be invested in this category. The maximum maturity for agency securities is five years.

(d) **Bankers Acceptances (BAs)** Bankers' acceptances, otherwise known as bills of exchange or time drafts, that are drawn on and accepted by a commercial bank. Bankers' acceptances must be secured by the irrevocable primary obligation of the accepting domestic bank. Purchasers are limited to issuers whose short-term debt is rated "A-1" or higher, or the equivalent, by a Nationally Recognized Statistical - Rating Organization (NRSRO). Bankers' acceptances cannot exceed a maturity of 180 days. A maximum of 20 percent of the portfolio may be invested in this category. The amount invested in bankers' acceptances with any one financial institution in combination with any other debt from that financial institution shall not exceed 20 percent of the portfolio.

(e) **Commercial Paper** Unsecured promissory notes issued to finance short term credit needs. The entity that issues the commercial paper shall meet all of the following conditions in either paragraph (1) or paragraph (2):

(1) The entity meets the following criteria: (i) Is organized and operating in the United States as a general corporation. (ii) Has total assets in excess of five hundred million dollars ($500,000,000). (iii) Has debt other than commercial paper, if any, that is rated in a rating category of "A" or its equivalent or higher by a nationally recognized statistical-rating organization.

(2) The entity meets the following criteria: (i) Is organized within the United States as a special purpose corporation, trust, or limited liability company. (ii) Has program wide credit enhancements including, but not limited to, over collateralization, letters of credit, or surety bond. (iii) Has commercial paper that is rated "A-1" or higher, or the equivalent, by a nationally recognized statistical-rating organization.

Eligible commercial paper shall have a maximum maturity of 270 days or less and not represent more than 10 percent of the outstanding paper of an issuing corporation. A maximum of 15 percent of the portfolio may be invested in this category. The amount invested in commercial paper of any one issuer in combination with any other debt from that issuer shall not exceed 10 percent of the portfolio.

(f) **Certificates of Deposits (CDs)**

~~(f)~~(1) **Negotiable ~~Certificates of Deposit (NCDs)~~CDs (NCDs):** Investments issued by a nationally or state chartered bank, a savings association or a federal association, a state or federal credit union, or by a state-licensed branch of a foreign bank. Allowable NCDs are issued by a nationally or state chartered bank or savings and loan association, or by a state licensed branch of a foreign bank. Negotiable certificates of deposit (NCDs) purchases

are limited to institutions which have long-term debt rated "A" or better and/or have short-term debt rated at least "A-1" or higher, or the equivalent by a NRSRO. A maximum of 20 percent of the portfolio may be invested in this category. The amount invested in NCDs with any one financial institution in combination with any other debt from that financial institution shall not exceed 15 percent of the portfolio. The maximum maturity of these securities is five years.

(2) **Time~~Time Certificates of Deposit (TCDs)~~ CDs (TCDs):** Funds placed with commercial banks and savings and loans. The amount on deposit shall not exceed the shareholder's equity in the financial institution. To be eligible for purchase, the financial institution must have received a minimum overall satisfactory rating for meeting the credit needs of California Communities in its most recent evaluation, as provided Government Code Section 53635.2. TCDs are required to be collateralized as specified under Government Code Section 53630 et. seq. The Treasurer, at his discretion, may waive the collateralization requirements for any portion that is covered by federal (FDIC) insurance. The Town shall have a signed agreement with the depository per Government Code Section 53649. There is no limitation as to the percentage of the portfolio that may be invested in this category. The maximum maturity of these securities may not exceed five (5) years.

(3) **Bank/Brokered CDs (BCDs):** Similar to TCDs, above. BCDs are fully insured by either FDIC or NCUSIF, which is limited to $250,000 per purchase. The amount invested in NCDs with any one financial institution in combination with any other debt from that financial institution shall not exceed 30 percent of the portfolio. The maximum maturity of these securities may not exceed five (5) years.

(g) **Local Agency Investment Fund (LAIF)** LAIF was created in the California State Treasury by California Government Code section 16429.1. LAIF holds local government funds in trust in a state investment pool in order to provide safety, liquidity and the benefits of the investment pool yield for local government entities invested in LAIF. The Town may invest up to the maximum as permitted by LAIF.

(h) **San Mateo County Investment Pool (SMCIP)** The San Mateo County Treasurer accepts voluntary deposits from agencies not mandated to utilize its treasury services. The Fund may impose withdrawal and / or deposit limits, which will be considered as part of the overall Town portfolio.

(i) **Money Market Funds**. Shares of beneficial interest issued by diversified management companies that are money market funds registered with the Securities and Exchange Commission under the Investment Company Act of 1940 (15 U.S.C. Sec. 80a-I and following). The company shall have met either of the following criteria: (A) Attained the highest ranking or the highest letter and numerical rating provided by not less than two NRSROs. (B) Retained an investment adviser registered or exempt from registration with the Securities and Exchange Commission with not less than five years'' experience managing money market mutual funds with assets under management in excess of five hundred million dollars ($500,000,000). A maximum of 20 percent of the portfolio may be invested in this category with a maximum of 10 percent exposure to any one fund. For due diligence, the Treasurer shall maintain access to a copy of the current Prospectus for any mutual fund

in which the Town has funds invested.

(j) **Medium Term Notes (MTNs)** Medium term notes as defined in California Government Code Section 53601(k) are unsecured, corporate and depository institution debt obligations. Allowable medium term notes must be issued by corporations organized and operating within the United States (U.S.) or by depository institutions licensed by the U.S. or any state and operating within the U.S. MTNs must be rated in a rating category of "A" or its equivalent or better by Moody's or Standard and Poor's. A maximum of 15 percent of the City's portfolio may be invested in this category and a maximum of 5 percent with any one issuer. The maximum maturity of these securities is five years.

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018]

4.020.70 Summary of Investment Parameters and Additional Limits

Investment Type	Portfolio Limits	Maximum Maturity
US Treasury Bills, Notes & Bonds	None	5 Years
US Government Sponsored Agencies*	No more than 20%	5 Years
Bankers Acceptances*	No more than 20%	180 Days
Commercial Paper*	No more than 15%	270 Days
Negotiable CDs*	No more than 20%	5 Years
Time ~~Certificates of Deposit~~CDs	None	5 Years
Bank/Brokered CDs	No more than 30%	5 Years
LAIF	Program limits max deposit to $65 million	N/A
San Mateo County Investment Pool (SMCIP)	No Max- Minimum program deposit $250,000	N/A
Money Market Funds*	No more than 20%	N/A
Medium Term Notes*	No more than 15%	5 Years

The investment types denoted with a "*" in the Table above, have further limitations under this policy as follows:

(a) Prior to investing in these types require a separate authorization by a majority of the City Council prior to the purchase.

(b) If authorized, the aggregate of these investment types shall not exceed 40% of the total portfolio.

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018]

4.02.080 Authorized Investments for Bond and Other Debt Proceeds

Bond and other debt proceeds shall be invested in securities permitted by the applicable financing documents. If the documents are silent as to the permitted investments, proceeds will be invested in securities permitted by this Policy. Notwithstanding the provisions of Policy, the percentage or dollar

portfolio limitations listed in elsewhere in this Policy do not apply to proceeds from a debt issuance. In addition to the securities listed in Section 4.02.070 above, proceeds may be invested in structured investment products if approved by the Treasurer.

4.02.090 Unauthorized Investments

(a) Any investment in a security not specifically listed as an Authorized and Suitable Investment above, but otherwise permitted by the Government Code, is prohibited without the prior approval of the City Council.

(b) Section 53601.6 of the Government Code specifically disallows investments in inverse floaters, range notes, or interest- only strips that are derived from a pool of mortgages.

(c) No direct investment shall be made in repurchase agreements, although it is recognized that they may be a component of a diversified professionally managed pool that is included in the portfolio.

(d) As specified in California Government Code Section 53601, the investment of funds that mature in excess of five years are not generally allowed. Placement of such investments can only occur if the City Council expressly authorize the investment as part of a specific program; and the transaction cannot occur until three months have lapsed from the date of authorization is granted.

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018]

4.02.100 Safekeeping and Custody

If purchases of securities are authorized as described in section 4.02.070(A)(B), then all security transactions entered into by the Town shall be conducted on a delivery versus payment (DVP) basis as evidenced by safekeeping receipts in the Town's name. The investment securities of the Town shall be held by a third-party custodian according to established safekeeping procedures, as established by the Town Treasurer.

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018]

4.02.110 Ethics and Avoidance of Conflict of Interest

(a) All participants in the investment process shall act as custodians of public funds. Investment officials shall recognize that the investment portfolio is subject to public review and evaluation. The overall program shall be designed and managed with a degree of professionalism that is worthy of public trust.

(b) In a diversified portfolio it must be recognized that occasional measured losses are inevitable, and must be considered in the context of the overall portfolio's investment return, provided that adequate diversification has been implemented.

(c) Elected officials and employees of the Town involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program,

or which could impair their ability to make impartial decisions under the Political Reform Act and Government Code Section 1090 et seq. Elected officials and employees shall disclose to the City Manager any material interests in financial institutions that conduct business with the Town, and they shall further disclose any personal investment position or financial asset that could be related to the performance of the Town's investment program.

(d) Elected officials and employees shall subordinate their personal investment transactions to those of the Town particularly with regard to the time of purchases and sales.

(e) Any firm proposing to provide any type of investment service to the Town shall acknowledge their familiarity with the provisions of the Political Reform Act, Government Code Section 81000 et seq. and the provisions limiting contractual conflicts of interest under Government Code Section 1090 et seq. Any firm proposing to provide any type of investment service to the City shall also acknowledge their familiarity with and agree to abide by any Federal or State law, regulation, rule or policy pertaining to or limiting campaign contributions by such firms, their employees, spouses or agents.

(f) All persons, firms, broker/ dealers, financial institutions and advisors providing investment services or bond issue assistance shall disclose to the Treasurer all fee sharing, fee-splitting and commission arrangements with other entities or persons prior to the Town agreeing to buy an investment or issue bonds.

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018]

4.02.120 Authorized Financial Dealers and Institutions

If authorized to purchase securities as described in 4.02.070(A)(B), the Treasurer shall direct Staff to create and maintain a list of approved security broker/dealers selected for credit worthiness who are authorized to provide investment services in the State of California as authorized by California Government Code Section 53601.5. These may include primary dealers or such dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule) and that meet the standards used in evaluating broker/dealers and banks in the Town's Request for Information form. No public deposit shall be made except in a qualified public depository as established under State Statute.

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must complete the Request for Information form, provide written certification of having read and agreed to abide by the Town's Investment Policy and depository contracts and provide the following information:

(1) Audited financial statements, proof of State registration and trading resolution.

(2) Proof of National Association of Securities Dealers (NASD) certification.

The Town Treasurer, or designees, shall consider the credit worthiness of institutions. The following guidelines are recommended:

(1) Institution to be located in California, with total assets of at least $100 million.

(2) Net worth of at least 3% of assets and profitable in most recent financial statement.

(3) Foreclosure/delinquencies at or below 2% of assets and in business for 5 years.

(4) Meet federal regulatory capital requirements.

A competitive bid process will be used to place investment purchases based upon investment offerings provided by the Town's list of authorized investment brokers. An annual review of the financial condition and registrations of qualified bidders may be conducted by the Town Treasurer or designee. As part of any review performed, a current audited financial statement will be obtained for those financial institutions and brokers/dealers subject to review.

The first $250,000 of any monies deposited with a bank or credit union must be guaranteed by the Federal Deposit Insurance Corporation (FDIC), the Federal Savings and Loan Insurance Corporation (FSLIC) or the National Credit Union Share Insurance Fund (NCUSIF). Banks, savings and loan associations, and credit unions must be able to collateralize any deposits over $250,000 (see Section 4.02.150).

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018]

4.02.130 Collateralization

Bank Deposits: Under provisions of the Government Code, California banks and savings and loan associations are required to secure the Town's deposits by pledging government securities as collateral.

Certificates of Deposit (non-Negotiable): The City Treasurer, at his/her discretion may waive the collateral requirement for deposits up to the maximum dollar amount which are covered by the Federal Deposit Insurance Corporation or National Credit Union Share Insurance Fund.

Collateral pledged with a U. S. Treasury Bill or Note must be at least 110% of the face value of the investment. Collateral pledged with first mortgages must be at least 150% of the face value of the investment. The right of collateral substitution may be granted by the Town.

Collateral will always be held by an independent third party with whom the financial institution has a current custodial agreement. These parties are limited to only those trust companies and trust departments, or the Federal Home Loan Bank of San Francisco, which have been approved by the California State Superintendent of Banks. [California Government Code Section 53656(b)]

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018]

4.02.140 Review and Reporting on Investments

The Treasurer shall prepare a report to the City Council not less than semi-annually which, will be made available each year within 60 days following December 31st and June 30th. The semi-annual report shall be presented at a subsequent regularly scheduled City Council Meeting. The report shall inclusive a monthly listing of investment transactions. At a minimum the report shall include the following information based on the type of investments held in the portfolio:

(a) Report Contents when Portfolio is Limited to Bank and Public Agency Investment Pool Accounts:

(1) Report the beginning and ending balance by quarter;

(2) Provide a separate breakdown of the quarterly balance based on the Investment Pool (LAIF, SMCIF, etc).

(3) Provide net Deposits and Withdrawals for the period

(4) Identify total interest for the quarter.

(5) Provide the interest rates earned including a cumulative weighted average.

(b) Additional Report Contents When Portfolio Includes Securities Authorized Under Section 4.02.070 of this Policy:

(1) Type of Investment

(2) Issuer

(3) Purchase Date

(4) Date of Maturity (Call Date if Applicable)

(5) Par and dollar amount invested

(6) Effective interest rate

(7) Current Market Value as of the date of the report

(8) A list of investment transactions.

(9) A statement of compliance with the investment policy

(10) Portfolio earnings rate.

The report shall state compliance of the portfolio with the Town's investment policy, or the manner in which the portfolio is not in compliance.

The report shall include a statement denoting the ability of the Town to meet its expenditure requirements for the next six months, or provide an explanation as to why sufficient money shall, or may, not be available.

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018]

4.02.150 Policy History and Annual Review

This policy and procedure amends and restates Section 4.02 of the Administrative Code previously adopted February 2014. This revised policy was adopted on November 9, 2016 (Resolution 2016-50) and on October 24, 2018 (Resolution 2018-45) by formal action of the City Council at its regular meeting. ~~via Resolution No. 16- ##.~~ This policy is reviewed annually.

Division 3: Miscellaneous

4.02.160 Investment Policy Glossary

AGENCIES: Federal agency securities and/or Government-sponsored enterprises.

ASKED: The price at which securities are offered.

BANKERS' ACCEPTANCE (BA): A draft or bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

BASIS POINT: One basis point is one hundredth of one percent (.01%)

BENCHMARK: A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

BID: The price offered by a buyer of securities. (When you are selling securities, you ask for a bid.) See Offer.

BOOK ENTRY: The system maintained by the Federal Reserve, by which most money market securities are delivered to an investor's custodial bank. The Federal Reserve maintains a computerized record of the ownership of these securities and records any changes in ownership corresponding to payments made over the Federal Reserve wire (delivery versus payment).

BOOK VALUE: The value at which a debt security is shown on the holder's balance sheet. Book value is acquisition cost less amortization of any premium or discount.

BROKER: A broker assists in the buying and selling of investments together for a commission.

CALLABLE BOND: A bond issue in which all or a part of its outstanding principal amount may be redeemed before maturity by the issuer under specified conditions

CALL PRICE: The price at which an issuer may redeem a bond before maturity

CERTIFICATE OF DEPOSIT (CD): A time deposit with a specific maturity evidenced by a Certificate. Large-denomination CDs are typically negotiable.

COLLATERAL: Securities, evidence of deposit or other property, which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

COMMERCIAL PAPER: Unsecured promissory notes issued to finance short term credit needs.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): The official annual report for the Town. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical

Section.

COUPON: (a) The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value and (b) A certificate attached to a bond evidencing interest due on a payment date.

DEALER: A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

DEBENTURE: A bond secured only by the general credit of the issuer.

DELIVERY VERSUS PAYMENT: There are two methods of delivery of securities: delivery versus payment and delivery versus receipt. Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of a signed receipt for the securities.

DERIVATIVES: (1) Financial instruments whose return profile is linked to, or derived from, the movement of one or more underlying index or security, and may include a leveraging factor, or (2) financial contracts based upon notional amounts whose value is derived from an underlying index or security (interest rates, foreign exchange rates, equities or commodities).

DISCOUNT: The difference between the cost price of a security and its maturity when quoted at lower than face value. A security selling below original offering price shortly after sale also is considered to be at a discount.

DISCOUNT SECURITIES: Non-interest bearing money market instruments that are issued at a discount and redeemed at maturity for full face value, *e.g.,* U.S. Treasury Bills.

DIVERSIFICATION: Dividing investment funds among a variety of securities offering independent returns.

FEDERAL CREDIT AGENCIES: Agencies of the Federal government set up to supply credit to various classes of institutions and individuals, *e.g.*, banks, small business firms, students, farmers, farm cooperatives, and exporters.

FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC): A federal agency that insures bank deposits, up to $250,000 per deposit.

FEDERAL FUNDS RATE: The rate of interest at which Fed funds are traded. This rate is currently pegged by the Federal Reserve through open-market operations.

FEDERAL HOME LOAN BANKS (FHLB): Government sponsored wholesale banks (currently 12 regional banks), which lend funds and provide correspondent banking services to member commercial banks, thrift institutions, credit unions and insurance companies. The mission of the FHLBs is to liquefy the housing related assets of its members who must purchase stock in their district Bank.

FEDERAL HOME LOAN MORTGAGE CORPORATION (FHLMC or Freddie Mac): United States government sponsored corporation.

FEDERAL NATIONAL MORTGAGE ASSOCIATION (FNMA): FNMA, like GNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working

under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

FEDERAL OPEN MARKET COMMITTEE (FOMC): Consists of seven members of the Federal Reserve Board and five of the twelve Federal Reserve Bank Presidents. The President of the New York Federal Reserve Bank is a permanent member, while the other Presidents serve on a rotating basis. The Committee periodically meets to set Federal Reserve guidelines regarding purchases and sales of Government Securities in the open market as a means of influencing the volume of bank credit and money.

FEDERAL RESERVE SYSTEM: The central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington, D.C., 12 regional banks and about 5,700 commercial banks that are members of the system.

GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GNMA or Ginnie Mae): Securities influencing the volume of bank credit guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations, and other institutions. Security holder is protected by full faith and credit of the U.S. Government. Ginnie Mae securities are backed by the FHA, VA or FMHA mortgages. The term "pass- throughs" is often used to describe Ginnie Maes.

LIQUIDITY: A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

LOCAL AGENCY INVESTMENT POOL (LAIF): The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.

MARKET VALUE: The price at which a security is trading and could presumably be purchased or sold on a specific date.

MASTER REPURCHASE AGREEMENT: A written contract covering all future transactions between the parties to repurchase—reverse repurchase agreements that establishes each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller borrower.

MATURITY: The date upon which the principal or stated value of an investment becomes due and payable.

MONEY MARKET: The market in which short-term debt instruments (bills, commercial paper, bankers' acceptances, etc.) are issued and traded. Rule 2a-7 of the Investment Company Act applies to Money Market Funds, which mandates these funds to maintain certain standards, including a 13 month maturity limit and a 90 day average maturity on investments, to help maintain a constant net asset value of $1.00.

NATIONAL ASSOCIATION OF SECURITIES DEALERS (NASD): A self-regulatory organization (SRO) of brokers and dealers in the over the counter securities business. Its regulatory mandate

includes authority over firms that distribute mutual fund shares as well as other securities.

NATIONALLY RECOGNIZED STATISTICAL RATING ORGANIZATIONS (NSROs): Credit rating agencies whose ratings are permitted to be used for regulatory purposes such as those imposed by the Securities and Exchange Commission.

NEGOTIABLE CERTIFICATE OF DEPOSIT (NCD): A large denomination certificate of deposit which can be sold in the open market prior to maturity.

OFFER: The price asked by a seller of securities. (When you are buying securities, you ask for an offer.) See Asked and Bid.

OPEN MARKET OPERATIONS: Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Bank as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; sales have the opposite effect. Open market operations are the Federal Reserve's most important and most flexible monetary policy tool.

PORTFOLIO: Collection of securities held by an investor.

PREMIUM: The amount by which the price paid for a security exceeds the security's par value.

PRIMARY DEALER: A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include the Securities and Exchange Commission (SEC), registered securities broker-dealers, banks, and a few unregulated firms.

PRINCIPAL: The face value or par value of a debt instrument, or the amount of capital invested in a given security.

QUALIFIED PUBLIC DEPOSITORIES: A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

RATE OF RETURN: The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity, on a bond it is the current income return.

REPURCHASE AGREEMENT (RP OR REPO): A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Federal Reserve is said to be doing RP, it is lending money that is increasing bank reserves.

SAFEKEEPING: A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

SECONDARY MARKET: A market made for the purchase and sale of outstanding issues following

the initial distribution.

SECURITIES & EXCHANGE COMMISSION: Agency created by Congress to protect investors in securities transactions by administering securities legislation.

SETTLEMENT DATE: The date on which a trade is cleared by delivery of securities against funds.

STRUCTURED NOTES: Notes issued by Government Sponsored Enterprises (FHLB, FNMA, FHLB, etc.) and Corporations, which have imbedded options (e.g., call features, step-up coupons, floating rate coupons, derivative-based returns) into their debt structure. Their market performance is impacted by the fluctuation of interest rates, the volatility of the imbedded options and shifts in the shape of the yield curve.

TREASURY BILLS: A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months, or one year.

TREASURY BONDS: Long-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities of more than 10 years.

TREASURY NOTES: Medium-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities from two to 10 years.

UNIFORM NET CAPITAL RULE: Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called net capital rule and net capital ratio. Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

WEIGHTED AVERAGE MATURITY (WAM): The average maturity of all the securities that comprise a portfolio that is typically expressed in days or years

YIELD (Yield to Maturity or Yield to Call): The rate of annual income return on an investment, expressed as a percentage. (a) income yield is obtained by dividing the current dollar income by the current market price for the security. (b) net yield or yield to maturity or call is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity or call of the bond.

YIELD CURVE: The yield on bonds, notes or bills of the same type and credit risk at a specific date for maturities up to thirty years.

ZERO COUPON SECURITY: A security that is issued at a discount and makes no periodic interest payments. The rate of return consists of a gradual accretion of the principal of the security and is payable at par upon maturity.

[*History:* Formerly § 1.03.010; Adopted Res 2000-75, 12/13/2000; Res 2014-07, 2/13/2014; Res 2016-50, 11/9/2016; Res 2018-45, 10/24/2018]

TOWN OF COLMA
COLMA
AUGUST 5, 1924
CALIFORNIA

STAFF REPORT

TO:	Mayor and Members of the City Council
FROM:	Jonathan Kwan, Associate Planner
	Katherine Sheehan, Stormwater Program Manager
VIA:	Brian Dossey, City Manager
	Christopher J. Diaz, City Attorney
MEETING DATE:	July 10, 2019
SUBJECT:	Green Infrastructure Plan

RECOMMENDATION

Staff recommends that the City Council take the following actions:

Adopt:

RESOLUTION APPROVING THE TOWN OF COLMA GREEN INFRASTRUCTURE PLAN IN ACCORDANCE WITH PROVISION C.3.J. OF THE MUNICIPAL REGIONAL PERMIT, AND FINDING THE ACTION TO BE EXEMPT FROM ENVIRONMENTAL REVIEW PURSUANT TO CEQA GUIDELINES 15308

Introduce:

ORDINANCE AMENDING SUBCHAPTER 3.10 OF THE COLMA MUNICIPAL CODE AND FINDING THE ACTION TO BE EXEMPT FROM ENVIRONMENTAL REVIEW PURSUANT TO CEQA GUIDELINE 15308, RELATING TO GREEN INFRASTRUCTURE, AND WAIVE A SECOND READING

EXECUTIVE SUMMARY

The Town of Colma is required under our stormwater permit to develop a Green Infrastructure Plan (GI Plan) that demonstrates how the Town will improve storm drain infrastructure to manage and reduce pollutants in stormwater runoff by September 2019. The resolution approves the plan, and the ordinance amends the Storm Water Management and Discharge Control section of the Municipal Code to include Green Infrastructure.

FISCAL IMPACT

The GI Plan describes Colma's goals, targets, and priorities for implementing GI projects over a 20-year time frame (2020 to 2040). The GI Plan does not commit the Town to a specific level of expenditures for future projects but identifies potential future funding options for GI implementation goals. The total cost of GI includes costs for planning, capital (design,

engineering, construction) and ongoing expenditures, including operations and maintenance (O&M), utility relocation, and future replacement. Total costs are unknown, but the cost of individual infrastructure projects under the Town's Capital Improvement Program (CIP) will increase with the addition of GI components.

BACKGROUND

The Town of Colma is subject to the requirements of the reissued Municipal Regional Stormwater Permit (MRP) for municipalities and agencies in the San Francisco Bay area (Order R2-2015-0049), which became effective on January 1, 2016. The MRP applies to 76 municipalities (cities, towns and counties) and flood control agencies that discharge stormwater to San Francisco Bay, collectively referred to as Permittees.

Provision C.3.j, a new section of the MRP, requires Permittees to develop and implement a Green Infrastructure (GI) Plan that demonstrates how each jurisdiction will gradually shift from traditional "gray" storm drain infrastructure—which channels polluted runoff directly into receiving waters without treatment—to a more resilient and sustainable storm drain system comprised of "green" infrastructure facilities by including Low Impact Development (LID) measures to capture, store and treat stormwater using specially designed landscape systems before the runoff enter the bay or ocean.

Examples of GI include:

- Landscape-based "biotreatment" areas that use soil and plants to treat stormwater;
- Pervious paving systems (e.g., interlocking concrete pavers, porous asphalt, and pervious concrete) that allow stormwater to soak into the ground;
- Rainwater harvesting systems (e.g., cisterns and rain barrels) that capture stormwater for non-potable uses such as toilet flushing and landscape irrigation; and
- Other methods to capture, infiltrate and/or treat stormwater.

The City Council approved a work plan to develop the Green Infrastructure Plan in May of 2017. For the Town to be compliant to the requirements of the MRP, the Town's Green Infrastructure Plan must be completed and then submitted to the Regional Water Quality Control Board (Water Board) by September of 2019.

ANALYSIS

The Green Infrastructure Plan

The GI Plan is a guide to the identification, prioritization, design, implementation, tracking, and reporting of green infrastructure projects within the Town. The GI Plan will be coordinated with other plans to achieve multiple potential benefits to the community, including improved water and air quality, reduced local flooding, increased water supply, climate resiliency, improved wildlife habitat, and a more pleasant urban environment.

The GI Plan addresses all of the MRP requirements including:

1. Prioritization and mapping of planned and potential projects;
2. Tracking and mapping of completed projects;
3. General guidelines, design details and specifications for GSI projects;

4. Support from and coordination with other planning documents; and
5. Evaluation of funding options.

Given that the GI Plan includes information on ongoing projects and project tracking, and that the regulations in the Plan may change over time, the GI Plan is intended to be a living document. Minor changes and updates to the Plan will be approved by the City Manager.

Amendment to the Municipal Code - Stormwater Management and Discharge Control

The proposed amendment to the Stormwater Management and Discharge Controls section of the Municipal Code updates the section to strengthen the connection of the Municipal Code to the GI Plan. Excluding the language clean-up, a summary of the proposed changes to the code are listed below:

- New definitions were included for construction activity, Green Infrastructure, Green Infrastructure Plan, Municipal Regional Permit, regulated project, and Technical Guidance Document. The changes update the Town's Code to relate to the existing Stormwater Program. The definition of a pollutant was revised to match the MRP's definition of a pollutant. This new definition includes Polychlorinated Biphenyls (PCBs) among other major pollutants.

- A section was added to include the new fees that were adopted with the latest fee schedule that relate to the Town's Stormwater Program.

- New options were added to reduce pollutants in stormwater. Current best management practices for construction, operations, and maintenance, as well as Green Infrastructure have been added.

- The Administrative Enforcement Powers Section was updated to specify the Town's current administrative enforcement procedures.

Council Adopted Values

The approval of the Green Infrastructure Plan is consistent with the Council value of ***Vision*** because it considers the future health, safety and welfare of town and its residents.

Sustainability Impact

The ultimate approval of the Green Infrastructure Plan will promote the development of green infrastructure through future private and public projects within the Town. Having a plan in place that guides the implementation of sustainable storm water treatment facilities will enhance water quality into the bay and improve climate resiliency while achieving other benefits such as flood hazard mitigation and urban greening.

Alternatives

The City Council could choose not to approve the Town of Colma Green Infrastructure Plan. This alternative is not recommended since the Town would not be in compliance with the MRP, which could result in fines to the Town.

CONCLUSION

Staff recommends the City Council adopt the resolution and introduce the ordinance.

ATTACHMENTS

A. Resolution – GI Plan Approval

B. Ordinance – Amendment to Chapter 3.10 of the Municipal Code

C. Town of Colma Green Stormwater Infrastructure Plan
Also available online: https://www.colma.ca.gov/documents/green-infrastructure-plan/

RESOLUTION NO. 2019-__
OF THE CITY COUNCIL OF THE TOWN OF COLMA

RESOLUTION APPROVING THE TOWN OF COLMA GREEN INFRASTRUCTURE PLAN IN ACCORDANCE WITH PROVISION C.3.J. OF THE MUNICIPAL REGIONAL PERMIT, AND FINDING THE ACTION TO BE EXEMPT FROM ENVIRONMENTAL REVIEW PURSUANT TO CEQA GUIDELINES 15308

The City Council of the Town of Colma does resolve as follows:

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1. Background

(a) The Town of Colma is subject to the requirements of the reissued Municipal Regional Stormwater Permit (MRP) for municipalities and agencies in the San Francisco Bay area (Order R2-2015-0049), which became effective on January 1, 2016. The MRP applies to 76 municipalities (cities, towns and counties) and flood control agencies that discharge stormwater to San Francisco Bay, collectively referred to as Permittees.

(b) Provision C.3.j of the MRP requires each permittee to develop a Green Infrastructure Plan that demonstrates how permittees will gradually shift from traditional "gray" storm drain infrastructure to a more resilient and sustainable storm drain system comprised of "green" infrastructure, which captures, stores and treats stormwater using natural processes; and

(c) The MRP also requires that Green Stormwater Infrastructure Plans of Permittees should achieve specific reductions in pollutants discharged by stormwater to local creeks and San Francisco Bay within certain time horizons; and

(d) All permittees under the MRP are required to submit by September 30, 2019 a Green Infrastructure Plan to the Regional Water Quality Control Board; and

(e) The Green Stormwater Infrastructure Plan guides the identification, prioritization, design, implementation, tracking, and reporting of green stormwater infrastructure projects within the Town; and

(f) Town of Colma is committed to complying with requirements of the MRP and implementing a more sustainable approach to stormwater management that provides multiple benefits to the community and environment.

2. Findings

The Town finds that:

Findings Related to CEQA

(a) Pursuant to Section 15308 of the State Guidelines for Implementation of the California Environmental Quality Act (CEQA), which applies to actions taken by regulatory agencies, as authorized by state or local ordinance, to assure the maintenance, restoration, enhancement, or

protection of the environment where the regulatory process involves procedures for protection of the environment is found to be exempt from the environmental review requirements.

3. Order

(a) The City Council of the Town of Colma hereby approves the Town of Colma Green Infrastructure Plan.

(b) The City Council authorizes the City Manager to approve minor changes to the Green Infrastructure Plan.

(c) This resolution shall take effect immediately upon adoption.

Certification of Adoption

I certify that the foregoing Resolution 2019-__ was duly adopted at a regular meeting of said City Council held on July ___, 2019 by the following vote:

Name	Voting		Present, Not Voting		Absent
	Aye	No	Abstain	Not Participating	
Joanne F. del Rosario, Mayor					
John Irish Goodwin					
Diana Colvin					
Helen Fisicaro					
Raquel Gonzalez					
Voting Tally					

Dated _____

_____
Joanne F. del Rosario, Mayor

Attest: _____
Caitlin Corley, City Clerk

ORDINANCE NO. ____
OF THE CITY COUNCIL OF THE TOWN OF COLMA

ORDINANCE AMENDING SUBCHAPTER 3.10 OF THE COLMA MUNICIPAL CODE, AND FINDING THE ACTION TO BE EXEMPT FROM ENVIRONMENTAL REVIEW PURSUANT TO CEQA GUIDELINE 15308, RELATING TO GREEN INFRASTRUCTURE

The City Council of the Town of Colma does ordain as follows:

ARTICLE 1. RECITALS.

(a) The Town of Colma is subject to the requirements of the reissued Municipal Regional Stormwater Permit (MRP) for municipalities and agencies in the San Francisco Bay area (Order R2-2015-0049), which became effective on January 1, 2016; and

(b) Provision C.3.j, a section of the MRP, requires Permittees to develop and implement a Green Infrastructure (GI) Plan that demonstrates how each jurisdiction will gradually shift from traditional "gray" storm drain infrastructure—which channels polluted runoff directly into receiving waters without treatment—to a more resilient and sustainable storm drain system comprised of "green" infrastructure facilities by including Low Impact Development (LID) measures to capture, store and treat stormwater using specially designed landscape systems before the runoff enters the bay or ocean; and

(c) Provision C.3.j.(i).(3) requires the Town to adopt policies, ordinances, and/or other appropriate legal mechanisms to ensure implementation of the Green Infrastructure.

ARTICLE 2. INCORPORATION OF RECITALS.

The City Council hereby finds that the foregoing recitals and the staff report presented herewith are true and correct and are hereby incorporated and adopted as findings of the City Council as if fully set forth herein.

ARTICLE 3. SUBCHAPTER 3.10 AMENDED.

Subchapter 3.10 ("Stormwater Management and Discharge Control Code") of the Town of Colma Municipal Code is hereby amended to read as follows:

Subchapter 3.10: Storm Water Management and Discharge Control Code

I. TITLE, PURPOSE AND GENERAL PROVISIONS

3.10.010 Title.

This ~~Subchapter Nine~~Subchapter 3.10 shall be known as the "Town of Colma Storm Water Management and Discharge Control Code" and may be so cited. This Code may be referenced

throughout as "Chapter" or Subchapter."

[History: formerly § 3.901; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

3.10.020 Purpose and Intent.

The purpose of this Chapter is to ensure the future health, safety, and general welfare of Town of Colma citizens by:

(a) Eliminating non-storm water discharges to the municipal separate storm sewer.

(b) Controlling the discharge to municipal separate storm sewers from spills, dumping or disposal of materials other than storm water.

(c) Reducing pollutants in storm water discharges to the maximum extent practicable. The intent of this ~~Ordinance~~Subchapter is to protect and enhance the water quality of our watercourses, water bodies, and wetlands in a manner pursuant to and consistent with the Clean Water Act.

[History: formerly § 3.902; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

3.10.030 Definitions.

~~(a)~~ Any terms defined in the Federal Clean Water Act and acts amendatory thereof or supplementary thereto, and/or defined in the regulations for the storm water discharge permitting program issued by the Environmental Protection Agency on November 16, 1990 (as may from time to time be amended) as used in this ~~Ordinance~~Subchapter shall have the same meaning as in that statute or regulations. Specifically, the definition of the following terms included in that statute or regulations are hereby incorporated by reference, as now applicable or as may hereafter be amended: discharge, illicit discharge, pollutant, and storm water. These terms and other terms presently are defined as follows:

~~(b) Discharge. (a) Any addition of any pollutant to navigable waters from any point source, or (b) any addition of any pollutant to the waters of the contiguous zone or the ocean from any point source other than a vessel or other floating craft.~~

~~(c) Illicit Discharge. Any discharge to the City storm sewer system that is not composed entirely of storm water except discharges pursuant to a NPDES permit and discharges resulting from fire fighting and other emergency response activities.~~

~~(d) Pollutant. Dredged soil, solid waste, incinerator residue, sewage, garbage, sewage sludge, munitions, chemical wastes, biological materials, radioactive materials, wrecked or destroyed equipment, rock, sand, cellar dirt and industrial, municipal, and agricultural waste discharge into water. sA pollutant shall also include any increment or increase in the total volume of storm water runoff resulting from any activity or development occurring after the effective date of this Ordinance unless provision is made for storm water detention so that the rate of runoff is not increased.~~

~~(e) Storm Water. Storm water runoff and surface runoff and drainage.~~

~~(f) When used in this Chapter, the following words shall have the meanings ascribed to them in this Section:~~

(a) ~~(g)~~ Authorized Enforcement Official. The City Manager or his/her designees ~~is hereby authorized to enforce the provisions of this Ordinance~~.

(b) ~~(h)~~ Best Management Practices ("BMPs"). Schedule of activities, prohibitions of practices, general good housekeeping practices, pollution prevention practices maintenance procedures, and other management practices to prevent or reduce the discharge of pollutants directly or indirectly to "waters of the United States". BMPs also include green infrastructure, treatment requirements, operating procedures, and practices to control plant site runoff, spillage or leaks, sludge or waste disposal, or drainage from raw material storage.

(c) ~~(i)~~ City. The Town of Colma.

(d) ~~(j)~~ City Storm Sewer System. Includes but is not limited to those facilities within the City by which storm water may be conveyed to waters of the United States, including any roads with drainage systems, municipal streets, catch basins, curbs, gutters, ditches, man-made channels or storm drains, which ~~is~~are not part of a Publicly Owned Treatment Works (POTW) as defined at 40 CFR ~~s~~§ 122.2.

(e) Construction activity. Any activity that disturbs soil, including, but not limited to, clearing, grading, paving, disturbances to ground such as stockpiling, and excavation.

(f) Discharge. (a) Any addition of any pollutant to the City storm sewer system or any water course, or (b) any addition of any pollutant to the waters of the contiguous zone or the ocean from any point source other than a vessel or other floating craft.

(g) Illicit Discharge. Any discharge to the City storm sewer system or any watercourse or in any location that threatens to enter the City storm sewer system or any watercourse that is not composed entirely of storm water except discharges pursuant to a NPDES permit or otherwise authorized by this Subchapter.

(h) Green Infrastructure. A range of natural and built approaches to stormwater management–such as rain gardens, bioretention, and permeable paving–that mimic natural systems by cleaning stormwater and letting it absorb back into the ground. Green infrastructure could reduce the amount of runoff that enters the traditional piped stormwater system below ground and could prevent overflows that pollute nearby water bodies. Green infrastructure elements are mandated and further defined under the Municipal Regional Permit and the City's Green Infrastructure Plan.

(i) Green Infrastructure Plan. The plan adopted by the City to implement the green infrastructure requirements in the Municipal Regional Permit.

(j) Municipal Regional Permit. The permit regulating discharges to and from the City's storm sewer system issued by the San Francisco Bay Regional Water Quality Control Board, as it currently exists or may be reissued or amended (NPDES Permit No. CAS612008, Order No. R2-2015-0049).

(k) Non-Storm Water Discharge. Any discharge that is not entirely composed of storm water except those noted within a NPDES Permit and this ~~Ordinance~~Subchapter.

(l) Pollutant. Includes, but is not limited to: total suspended solids; sediment; pathogens (e.g. bacteria, viruses, protozoa); heavy metals (e.g. copper, lead, zinc, and cadmium); petroleum products and PAHs; synthetic organics (e.g. pesticides, herbicides, and PCBs); nutrients (e.g. nitrogen and phosphorus fertilizers); oxygen-demanding substances (e.g. decaying vegetation and animal waste); and trash. A pollutant also includes any increment or increase in the total volume of storm water runoff resulting from any activity or development occurring after the effective date of this Subchapter unless provision is made for storm water detention so that the rate of runoff is not increased.

(m) ~~(l)~~ Premises. Any building, lot parcel, real estate, or land or portion of land, whether improved or unimproved, including adjacent sidewalks and parking strips.

(n) Regulated project means development and redevelopment projects defined by Provision C.3.b.ii of the Municipal Regional Permit, including projects that create or replace 10,000 square feet or more of impervious surface, and restaurants, retail gasoline outlets, auto service facilities, and uncovered parking lots (stand-alone or part of another use) that create and/or replace 5,000 square feet or more of impervious surface. Single family homes that are not part of a larger plan of development are specifically excluded.

(o) Storm Water. Storm water runoff and surface runoff and drainage.

(p) Technical Guidance Document means the "C.3 Stormwater Technical Guidance" document developed by the San Mateo Countywide Water Pollution Prevention Program, June 2016, version 5.0, or most current version.

(q) ~~(m)~~ Watercourse. A natural stream, creek, or man-made uncovered channel through which water flows continuously or intermittently.

[History: formerly § 3.903 – 3.909.27; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

3.10.040 Responsibility for Administration.

This Chapter shall be administered for the City by the City Manager and his/her designees.

[History: formerly § 3.904; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

3.10.050 Construction and Application.

This ~~Ordinance~~Subchapter shall be construed to assure consistency with the requirements of the Federal Clean Water Act and acts amendatory thereof or supplementary thereto, applicable implementing regulations, and NPDES Permit No. CA0029921 and any amendment, revision or reissuance thereof.

[History: formerly § 3.905; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

3.10.060 Severability and Validity.

If any portion of this ~~Ordinance~~Subchapter is declared invalid, the remaining portions of this ~~Ordinance~~Subchapter are to be considered valid.

[History: formerly § 3.906; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

3.10.070 Waiver Procedures.

(a) It is the intent of this ~~Ordinance~~Subchapter to protect and enhance water quality while respecting the rights of private property owners to economically viable use of land. It is not the intent of this ~~Ordinance~~Subchapter to prohibit all economically viable use of any private lands, nor to result in a confiscatory impact. Accordingly, the purpose of this Section is to provide for an administrative procedure for a waiver or modification of a particular provision of this ~~Ordinance~~Subchapter in the event the strict application of this ~~Ordinance~~Subchapter would result in the denial of all economically viable use of real property.

(b) An applicant for waiver of a provision of this ~~Ordinance~~Subchapter shall file a Waiver Application with the City Engineer on a form provided by the City Engineer identifying the provision sought to be waived or modified. The applicant shall file a complete form and shall provide all documentation and information required by the City Engineer to determine whether application of the provision in question will prohibit any economically viable use of the land in question or otherwise have an impermissible confiscatory result.

(c) The City Engineer may approve, deny or conditionally approve a Waiver Application upon making all of the following written findings:

(1) That the strict application of the provision for which a waiver or modification is sought would result in the denial of all economically viable use of the real property in question.

(2) To the maximum extent feasible, conditions have been placed upon such a waiver or modification in order to achieve the goals of this ~~Ordinance~~Subchapter as closely as possible while still allowing economically viable use of the real property in question.

(3) Approval of such a waiver will not result in a public nuisance which would constitute a significant and direct threat to public health or safety.

[History: formerly § 3.907 – 3.907.3.3; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

3.10.080 Fees and Charges.

The City may adopt reasonable fees to recover the cost of setting up and operating a stormwater pollution prevention program, including but not limited to fees for permit application and processing, monitoring and inspection, compliance actions, appeals, and other charges deemed necessary to carry out the requirements carried out herein. These fees relate solely to the matters covered by this Subchapter and are separate from all other fees, fines, and penalties charged by the City. Such fees shall be in amounts established by resolution of the

City Council.

(Ord. 2019-X)

II. DISCHARGE REGULATIONS AND REQUIREMENTS

~~3.10.080~~3.10.090 Discharge of Pollutants.

~~(a) The discharge of non-storm water discharges to the City storm sewer system is prohibited. All discharges of material other than storm water must be in compliance with a NPDES Permit issued for the discharge (other than NPDES Permit No. CA0029921) and this Ordinance.~~

(a) Except as otherwise authorized under Section (b) or (c), the following are prohibited:

(i) discharge of non-storm water to the City storm sewer system ~~and~~ or any water course;

(ii) placement of any solid waste at any place where it may contact or be transported to ~~a~~ the City storm sewer system or any watercourse, including a flood plain area;

(iii) cause, allow or facilitate any illicit discharge;

(iv) discharge, cause, allow or facilitate any discharge that may cause or threaten to cause a condition of pollution or nuisance as defined in Water Code Section 13050, that may cause, threaten to cause or contribute to an exceedance of any water quality standard in any Statewide Water Quality Control Plan, California Toxics Rule, or Basin Plan, or that may cause or contribute to the violation of any receiving water limitation.

(b) Exceptions to Discharge Prohibition. The following discharges are exempt from the prohibition set forth in Section (a) above~~.~~ unless the City or Regional Water Quality Control Board determines them to be a source of pollution or to cause or threaten a violation of the Municipal Regional Permit or other law or regulation:

(1) ~~The prohibition on discharges shall not apply to any~~A discharge regulated under and in compliance with a National Pollutant Discharge Elimination System (NPDES) Permit ~~used~~issued to the discharger ~~and administered by the State of California under authority of the United States Environmental Protection Agency~~, provided that the discharger is in full compliance with all requirements of the permit and other applicable laws or regulations.

(2) Flows from riparian habitat and wetlands; diverted stream flows; flows from natural springs; rising ground waters; uncontaminated and unpolluted ground water infiltration; single family homes' pumped groundwater, foundation drains, and water from crawl space pumps and footing drains; and pumped groundwater from drinking aquifers (excluding well development).

~~(2) Discharges from the following activities will not be considered a source of pollutants to waters of the United States when properly managed: water line flushing and other~~

~~discharges from potable water sources, municipal street cleaning, municipal park maintenance, landscape irrigation and lawn watering, irrigation water, diverted stream flows, rising ground waters, infiltration to separate storm drains, uncontaminated pumped ground water, foundation and footing drains, water from crawl space pumps, air conditioning condensation, springs, individual residential car washings, flows from riparian habitats and wetlands, dechlorinated swimming pool discharges, or flows from fire fighting and other emergency response activity, and accordingly are not subject to the prohibition on discharges.~~

(c) Conditionally Exempted Discharges. The following discharges are prohibited, except in compliance with the best management practices and other restrictions required by the Municipal Regional Permit or other regulations: pumped groundwater, foundation drains, and water from crawl space pumps and footing drains; condensate from air conditioning units but only if discharge to landscaped areas or the ground is not feasible; emergency discharges of potable water; discharges from pools, hot tubs, spas, and fountains; irrigation water, landscape irrigation, and lawn or garden watering.

[History: formerly § 3.908 – 3.908.1.2; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

~~3.10.090~~3.10.100 Discharge in Violation of Permit.

Any discharge that would result in or contribute to a violation of ~~NPDES~~the Municipal Regional Permit ~~No. CA0029921~~, the terms of which are incorporated herein by reference, and which is on file in the office of the City Clerk, and any amendment, revision or reissuance thereof, either separately ~~considered~~ or when combined with other discharges, is prohibited. Liability for any such discharge shall be the responsibility of the person(s) causing or responsible for the discharge, and such person(s) shall defend, indemnify, and hold harmless the City in any administrative or judicial enforcement action relating to such discharge.

[History: formerly § 3.909; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

~~3.10.100~~3.10.110 3.10.100 Illicit Discharge.

It is prohibited to commence or continue any illicit discharges to the City storm sewer system.

[History: formerly § 3.910; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

~~3.10.110~~3.10.120 Reduction of Pollutants in Storm Water.

Any person engaged in activities which will or may result in pollutants entering the City storm sewer system shall undertake all ~~practicable measures~~ best management practices necessary to reduce such pollutants. Examples of such activities include ownership and use of facilities which may be a source of pollutants such as construction sites, parking lots, gasoline stations, industrial facilities, commercial facilities, stores fronting city streets, etc. The following ~~minimal~~ requirements ~~shall~~ apply at a minimum:

(a) Littering. No person shall throw, deposit, leave, maintain, keep, or permit to be thrown, deposited, placed, left or maintained, any refuse, rubbish, garbage, or other discarded or abandoned objects, articles, and accumulations, in or upon any street, alley, sidewalk, storm

drain, inlet, catch basin, conduit or other drainage structures, business place, or upon any public or private lot of land in the City, so that the same might be or become a pollutant, except in containers or in lawfully established dumping grounds. The occupant or tenant, or in the absence of occupant or tenant, the owner, lessee, or proprietor of any real property in the ~~Town of Colma~~City in front of which there is a paved sidewalk shall maintain said sidewalk free of litter to the maximum extent practicable. No person shall throw or deposit litter in any fountain, pond, lake, stream or any other body of water in a park or elsewhere within the City.

(b) Green Infrastructure. Every regulated project must incorporate Green Infrastructure approved by the City and in accordance with all applicable City standards and requirements, including the latest edition of the City's Green Infrastructure Plan. Green infrastructure facilities shall be designed to minimize the need for maintenance.

(c) ~~(b)~~ Standard for Parking Lots and Similar Structures. Persons owing or operating a parking lot, gas station pavement or similar structure shall clean those structures as frequently and thoroughly as practicable in a manner that does not result in discharge of pollutants to the City storm sewer system.

(d) ~~(c)~~ Best Management Practices for New Developments and Redevelopments. ~~Any construction contractor performing work in the City shall endeavor, whenever possible, to provide filter materials at the catch basin to retain any debris and dirt flowing in to the City's storm sewer system.~~ The proponent of any new development or redevelopment project must address storm water runoff pollutant discharges and prevent increases in runoff flows from the new development or redevelopment project by incorporating post-construction storm water control and low impact development measures required by the current version of the Technical Guidance Document. Best management practices may include but are not limited to full trash capture devices, green infrastructure, low impact development measures, post-construction treatment controls, and hydromodification management measures. The City may establish controls on the volume and rate of storm water runoff from new developments and redevelopments as may be appropriate to minimize the discharge and transport of pollutants.

(e) Best Management Practices for Construction Activities. It is unlawful for any person to commence any construction activity without implementing all storm water and pollutant mitigation measures required by the Municipal Regional Permit, the Technical Guidance Document, and any local regulations implementing the Municipal Regional Permit. Any person performing construction activity in the City must implement best management practices that prevent the discharge of pollutants to the City's storm sewer system.

(f) Best Management Practices for Commercial and Industrial Sites. The owner and operator of any premises where pollutants from business-related activities may enter the storm water conveyance system must prevent such a discharge and must implement appropriate and effective BMPs and other pollutant controls to eliminate and prevent pollutants in runoff.

(g) ~~(d)~~ Compliance with Best Management Practices. Where best management practices guidelines or requirements have been adopted by the City for any activity, operation, or facility which may cause or contribute to storm water pollution or contamination, illicit discharges, and/or discharge of non-storm water to the storm water system, every person undertaking such activity or operation, or owning or operating such facility shall comply with such guidelines or requirements (as may be identified by the City Engineer).

(h) Maintenance Responsibility. The applicant for a regulated project that is required to install green infrastructure measures must submit a maintenance plan for and proof of maintenance responsibility to the satisfaction of the Authorized Enforcement Official. The maintenance plan must include a schedule for maintenance of the green infrastructure and must identify the person or entity responsible for ongoing maintenance, such as the owner of the property, a homeowners' or property owners' association, or the city. The person or entity responsible for ongoing maintenance must, as a condition of development, enter into an agreement with the City to the satisfaction of the Authorized Enforcement Official, which must be recorded with the County Recorder. The agreement must include provisions for the perpetual operation, maintenance, repair, and replacement of green infrastructure measures and must include a maintenance schedule for the green infrastructure measure(s).

[History: formerly § 3.911 – 3.911.4; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

~~3.10.120~~3.10.130 Watercourse Protection.

Every person owning property through which a watercourse passes, or such person's lessee or tenant, shall keep and maintain that part of the watercourse within the property ~~reasonably~~ free of trash, debris, excessive vegetation, and other obstacles which would pollute, contaminate, or significantly retard the flow of water through the watercourse; shall maintain existing privately owned structures within a watercourse so that such structures will not become a hazard to the use, function, or physical integrity of the watercourse; and shall not remove healthy bank vegetation beyond that actually necessary for said maintenance, nor remove said vegetation in such a manner as to increase the vulnerability of the watercourse to erosion.

[History: formerly § 3.912; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

III. INSPECTION AND ENFORCEMENT

~~3.10.130~~3.10.140 Authority to Inspect.

Whenever necessary to make an inspection to enforce any of the provisions of this Chapter, or whenever an Authorized Enforcement Official has reasonable cause to believe that there exists in any building or upon any premises any condition which constitutes a violation of the provisions of this Chapter, the Authorized Enforcement Official may enter such building or premises at all reasonable times to inspect the same or perform any duty imposed upon the Authorized Enforcement Official by this Chapter; provided that (i) if such building or premises be occupied, he or she shall first present proper credentials and request entry; and (ii) if such building premises be unoccupied, he or she shall first make a reasonable effort to locate the owner or other persons having charge or control of the building or premises and request entry.

Any such request for entry shall state that the property owner or occupant has the right to refuse entry and that in the event such entry is refused, inspection may be made only upon issuance of ~~a search~~an inspection warrant~~ by a duly authorized magistrate~~. In the event the ~~search~~property owner and/or occupant refuses entry after such request has been made, the Authorized Enforcement Official is hereby empowered to seek assistance from any court of competent jurisdiction in obtaining such entry.

Routine or area inspections shall be based upon such reasonable selection processes as may be

deemed necessary to carry out the objectives of this ~~Ordinance~~Subchapter, including but not limited to random sampling and/or sampling in areas with evidence of storm water contamination, illicit discharges, discharge of non-storm water to the City storm ~~water~~sewer system, or similar factors.

[History: formerly § 3.913; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

~~3.10.140~~3.10.150 Authority to Sample and Establish Devices.

The City shall have the right to establish on any property such devices as are necessary to conduct sampling or metering operations. During all inspections as provided herein, the Authorized Enforcement Official may take any samples deemed necessary to aid in the pursuit of the inquiry or in the recordation of the activities on site.

[History: formerly § 3.913.1; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

~~3.10.150~~3.10.160 Notification of Spills.

As soon as any person in charge of a facility or responsible for emergency response for a facility has knowledge of any confirmed or unconfirmed release of materials, pollutants, or waste which may result in pollutants or non-storm water ~~discharges~~ entering the City storm sewer system, such person shall take all necessary steps to ensure the discovery and containment and ~~clean up~~cleanup of such release and shall notify the City of the occurrence and steps taken to contain and clean up the spill or containment by telephoning the City Engineer at City Hall, Colma, California and confirming the notification by correspondence to the City Engineer, c/o City Hall, Town of Colma, 1198 El Camino Real, Colma, California 94014.

[History: formerly § 3.913.2; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

~~3.10.160~~3.10.170 Requirement to Test or Monitor.

Any Authorized Enforcement Official may request that any person engaged in any activity ~~and/~~or owning or operating any facility which may cause or contribute to storm water pollution or contamination, illicit discharges, and/or discharge of non-storm water to the City storm ~~water~~sewer system, undertake such monitoring activities and/or analyses and furnish such reports as the Authorized Enforcement Official may specify. The burden, including costs, of these activities, analyses and reports shall bear a reasonable relationship to the need for the monitoring, analyses and reports and the benefits to be obtained. The recipient of such request shall undertake and provide the monitoring, analyses and/or reports requested.

[History: formerly § 3.913.3; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

~~3.10.170~~3.10.180 Violations Constituting Misdemeanors.

Unless otherwise specified ~~by Ordinance~~, the violation of any provision of this Chapter, or failure to comply with any of the mandatory requirements of this Chapter shall constitute a misdemeanor, except that notwithstanding any other provisions of this ~~Chapter~~ Subchapter, any such violation constituting a misdemeanor under this Chapter may, at the discretion of the enforcing authority, be charged and prosecuted as an infraction.

[History: formerly § 3.914; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

~~3.10.180~~3.10.190 Continuing Violation.

Unless otherwise provided, a person, firm, corporation or organization, shall be deemed guilty of a separate offense for each and every day during any portion of which a violation of this Chapter is committed, continued or permitted by the person, firm, corporation or organization and shall be punishable accordingly as herein provided.

[History: formerly § 3.915; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

~~3.10.190~~3.10.200 Concealment.

Causing, permitting, aiding, abetting or concealing a violation of any provision of this Chapter shall constitute a violation of such provision.

[History: formerly § 3.916; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

~~3.10.200~~3.10.210 Civil Actions.

In addition to any other remedies provided in this section, any violation of this section may be enforced by civil action brought by the City. In any such action, the City may seek, and the court shall grant, as appropriate, any or all of the following remedies:

(a) A temporary and/or permanent injunction.

(b) Assessment of the violator for the costs of any investigation, inspection, or monitoring survey which led to the establishment of the violation, and for the reasonable costs of preparing and bringing legal action under this subsection.

(c) Costs incurred in removing, correcting, or terminating the adverse effects resulting from the violation, including reasonable attorney's fees and court costs.

(d) Compensatory damages for loss or destruction to water quality, wildlife, fish and aquatic life. Assessments under this subsection shall be paid to the City to be used exclusively for costs associated with monitoring and establishing storm water discharge pollution control systems and/or implementing or enforcing the provisions of this ~~Ordinance~~Subchapter.

[History: formerly § 3.917; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

~~3.10.210~~3.10.220 Administrative Enforcement Powers.

In addition to the other enforcement powers and remedies established by this ~~Ordinance~~Subchapter, any Authorized Enforcement Official has the authority to utilize administrative remedies~~.~~ and is authorized to enforce the provisions of this Subchapter in accordance with the enforcement response plan(s) required by the Municipal Regional Permit. Administrative remedies include but are not limited to the following:

(a) Nuisance abatement in accordance with Subchapter 2.01;

(b) Notice of violation;

(c) Cease and desist order;

(d) Compliance order;

(e) Permit revocation and denial;

(f) Stop work order;

(g) Notice of ineligibility for land development after a hearing pursuant to Subchapter 1.12;

(h) Referral to regulatory agencies;

(i) Monetary penalties;

(j) Cost recovery

[History: formerly § 3.918; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

~~3.10.220~~3.10.230 Remedies Not Exclusive.

Remedies under this ~~Article~~Subchapter are in addition to and do not supersede or limit any and all other remedies, civil or criminal. The remedies provided for herein shall be cumulative and not exclusive.

[History: formerly § 3.919; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

IV. COORDINATION WITH OTHER PROGRAMS

~~3.10.230~~3.10.240 Coordination with Hazardous Materials Inventory and Response Program.

The first revision of the business plan for any facility subject to the City's hazardous materials inventory and response program shall include a program for compliance with this Chapter, including the prohibitions on non-storm water discharge and illicit discharges, and the requirements to reduce storm water pollutants to the maximum extent practicable.

[History: formerly § 3.920; ORD. 465, 5/11/94; ORD. 638, 12/14/05]

ARTICLE 4. SEVERABILITY

Each of the provisions of this Ordinance is severable from all other provisions. If any article, section, subsection, paragraph, sentence, clause or phrase of this Ordinance is for any reason held by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of the remaining portions of this Ordinance.

ARTICLE 5. CEQA EXEMPTION

This project is exempt from further environmental review pursuant to Section 15308 of the State Guidelines for Implementation of the California Environmental Quality Act (CEQA), which applies to actions taken by regulatory agencies, as authorized by state or local ordinance, to assure the maintenance, restoration, enhancement, or protection of the environment where the regulatory process involves procedures for protection of the environment is found to be exempt from the environmental review requirements.

ARTICLE 6. EFFECTIVE DATE.

This ordinance, or a summary thereof prepared by the City Attorney, shall be posted on the three (3) official bulletin boards of the Town of Colma within 15 days of its passage and is to take force and effect thirty (30) days after its passage.

Certificate of Adoption

I certify that the foregoing Ordinance No. ___ was duly introduced at a regular meeting of the City Council of the Town of Colma held on July 24, 2019 and duly adopted at a regular meeting of said City Council held on _____, 2019 by the following vote:

Name	Voting		Present, Not Voting		Absent
	Aye	No	Abstain	Not Participating	
Joanne F. del Rosario, Mayor					
John Irish Goodwin					
Diana Colvin					
Helen Fisicaro					
Raquel Gonzalez					
Voting Tally					

Dated _____

_____
Joanne F. del Rosario, Mayor

Attest: _____
Caitlin Corley, City Clerk

TOWN OF COLMA
COLMA
AUGUST 5, 1924
CALIFORNIA

Attachment C

GREEN INFRASTRUCTURE PLAN

TOWN OF COLMA 1198 El Camino Real, Colma, CA 94014 • 650.997.8300

JUNE 2019

ACKNOWLEDGEMENTS

The Town of Colma gratefully acknowledges those who contributed to the preparation of this document, which was developed to comply with the requirements in Provision C.3.j.i of the Municipal Regional Stormwater NPDES Permit (MRP), Order R2-2015-0049, in collaboration with the San Mateo Countywide Water Pollution Prevention Program (SMCWPPP) and with use, in part, of the Santa Clara Valley Urban Runoff Pollution Prevention Program (SCVURPPP) Green Infrastructure Plan template. The comments, guidance, suggestions, and content provided by those referenced below were instrumental to the development of the Green Infrastructure Plan.

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Jonathan Kwan, Associate Planner
Brandon DeLucas, Assistant Planner

City Manager's Office

Brian Dossey, City Manager

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PREFACE

Green Infrastructure (GI) is a cost-effective, resilient approach to managing water quality. GI encompasses many different types of stormwater measures that mimic natural hydrologic processes including filtration, infiltration, detention, and evapotranspiration. It uses plants, soils, and other elements to mimic the natural water cycle and capture rainwater. Examples of GI include a variety of stormwater measures, such as stormwater planters or bioretention areas, infiltration systems, permeable pavement, green roofs, green walls, green gutters, and stormwater trees.

GI provides multiple community benefits such as improving water quality before discharging it to the bay or ocean by removing pollutants like sediment and trash from stormwater, reducing the effect of urbanization on local creeks and waterways, mitigating the heat island, effect, providing climate change resilience, reducing localized flooding, promoting natural ground infiltration and groundwater recharge, increasing biodiversity and habitat for native plants and animals, and enhancing property and neighborhood economic vitality and aesthetics.

The San Francisco Bay Regional Water Quality Control Board (SFRWQCB)'s Municipal Regional Stormwater NPDES Permit (MRP), Order No. R2-2015-0049, regulates pollutants in stormwater runoff from municipal storm drain systems throughout San Mateo, Santa Clara, Alameda, and Contra Costa Counties, as well as the Cities of Fairfield, Suisun, and Vallejo, and the Vallejo Sanitation and Flood Control District. The Town of Colma is obligated to follow the mandates of the MRP to control stormwater discharge within Town limits. The Town of Colma, as one of the 76 municipalities that are Permittees of the MRP, developed this document, the Green Infrastructure Plan (GI Plan), in order to comply with the MRP's Green Infrastructure Planning and Implementation requirements.

This GI Plan describes how the Town will, over time, transition its existing "gray" (i.e., traditional) infrastructure to "green" infrastructure. This local planning document determines, defines, and supports local GI goals and policies. This document also provides guidance to meet stormwater pollutant load reduction goals and creates a process for prioritizing the integration of GI into Capital Improvement Program projects. This plan is intended to be a "living document" and may change and adjust over time as regulatory requirements change, new information is gathered and analyzed, and GI technologies advance.

CEQA EXEMPTION

Development and approval of this Green Infrastructure (GI) Plan will likely result in the construction or installation of GI improvements such as landscaping, irrigation, bioretention areas, stormwater capture devices, and pervious paving which will improve the water quality of stormwater on private property and/or in Town rights-of-way and facilities, via operation, repair and maintenance, replacement or reconstruction, and/or construction or conversion of small structures.

Preparation and implementation of this GI Plan qualifies as a California Environmental Quality Act (CEQA) Class 1 categorical exemption (CEQA Guidelines Section 15301) for minor alteration of existing public or private facilities and structures such as highways, streets, sidewalks, gutters, and bicycle and pedestrian trails through addition of GI that would involve no or negligible expansion of existing use.

The policies contained herein also qualify as a Class 2 categorical exemption (CEQA Guidelines Section 15302), as they would involve replacement of existing storm drainage or facilities with GI that would have substantially the same purpose and capacity as the structures replaced.

The policies in this GI Plan further qualify as a Class 3 categorical exemption (CEQA Guidelines Section 1530) to the extent that new GI is incorporated into new construction or in the conversion of, and/or minor modifications to, existing small structures and facilities.

Lastly, the GI Plan qualifies as a Class 8 categorical exemption (CEQA Guidelines Section 15308), as the plan promotes the construction or installation of GI which will "assure the maintenance, restoration, enhancement, or protection of the environment" through improvement to water quality, provision of flood protection, and enhancement of community aesthetics. The City Council will provide final approval for adoption of this GI Plan, and a Notice of Exemption will be filed.

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GREEN INFRASTRUCTURE PLAN APPENDICES

ABBREVIATIONS

BASMAA	Bay Area Stormwater Management Agencies Association
C/CAG	City/County Association of Governments
CEQA	California Environmental Quality Act
CIP	Capital Improvement Program
CWA	Clean Water Act
FY	Fiscal Year
GI	Green Infrastructure
GI Plan	Green Infrastructure Plan
GI TAC	Green Infrastructure Technical Advisory Committee
GIS	Geographic Information System
LID	Low Impact Development
MRP	Municipal Regional Stormwater NPDES Permit
MS4	Municipal Separate Storm Sewer System
NPDES	National Pollutant Discharge Elimination System
O&M	Operation and Maintenance
PCBs	Polychlorinated Biphenyls
RAA	Reasonable Assurance Analysis
SFRWQCB	San Francisco Bay Regional Water Quality Control Board
SCVURPPP	Santa Clara Valley Urban Runoff Pollution Prevention Program
SMCWPPP	San Mateo County Water Pollution Prevention Program
SRP	San Mateo County Stormwater Resource Plan
SWRCB	State Water Resource Control Board
TMDL	Total Maximum Daily Load
Town	Town of Colma
WDR	Waste Discharge Requirements
WLA	Waste Load Allocation

1.0 INTRODUCTION

1.1 What is Green Infrastructure?

1.1.1 Basics of Green Infrastructure

A traditional stormwater management approach collects excess rainwater (called "runoff") through a series of "gray" infrastructure (curbs, gutters, storm drain structures, and piping) and directs it to the receiving waters quickly and without treatment. As land becomes more developed over time, natural landscapes are converted to impervious areas and soils are compacted, reducing the amount of water which infiltrates into the ground and increasing both the amount of runoff and the speed with which it reaches local creeks and other waterbodies.

As the runoff travels over impervious surfaces, it collects pollutants such as heavy metals, oils, grease, trash, sediment, bacteria, nutrients, pesticides, and toxic chemicals from vehicles, construction sites, animals, landscaping activities, and industrial or commercial businesses. Over time, this leads to the pollution of local waterbodies. In the case of the San Francisco Bay, the water quality is degraded to the point of being "impaired", meaning that it cannot meet at least one of its beneficial uses due to insufficient water quality.[1]

In contrast to traditional "gray" infrastructure, Green Infrastructure (GI) is a means of restoring water quality through implementing a range of natural and built approaches to stormwater management that mimic natural systems. GI can reduce the amount of runoff that enters the traditional piped stormwater system below ground, prevent overflows that pollute nearby water bodies, clean stormwater, and allow water to reabsorb back into the ground. GI uses vegetation, soils, filter media, and/or natural processes to create healthier urban environments. At the scale of a city or town, GI refers to the patchwork of natural areas that provide habitat, flood protection, cleaner air, and cleaner water. At the scale of a neighborhood or project site, GI refers to stormwater management systems and features that mimic nature by absorbing and storing stormwater as well as reducing pollutants through filtration, infiltration, detention, and evapotranspiration.

Figures 1 and 2 represent the differences between the hydrologic cycle before and after development, while Figure 3 represents a balanced approach to stormwater management using GI.

[1] The SWRCB has defined the beneficial uses of the San Francisco Bay to be as follows: industrial service supply, industrial process supply, commercial and sport fishing, shellfish harvesting, estuarine habitat, fish migration, preservation of rare and endangered species, fish spawning, wildlife habitat, water contact recreation, noncontact water recreation, and navigation.

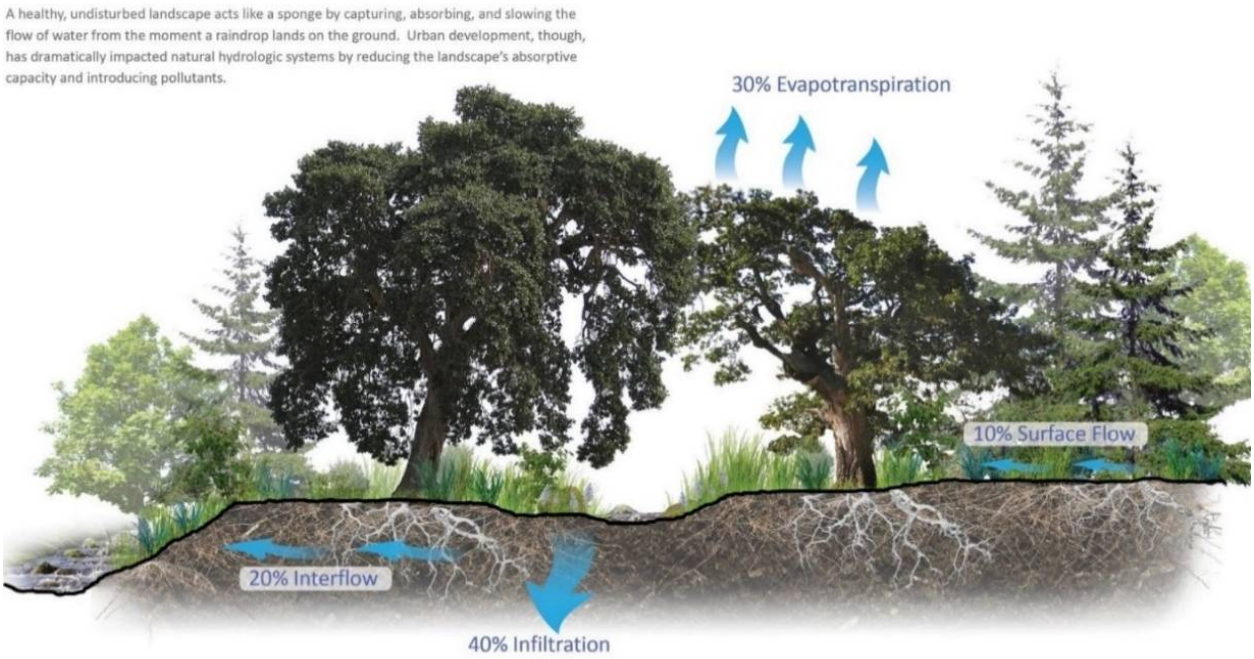

Figure 1. *Pre-Urban Development Water Cycle.*[2]

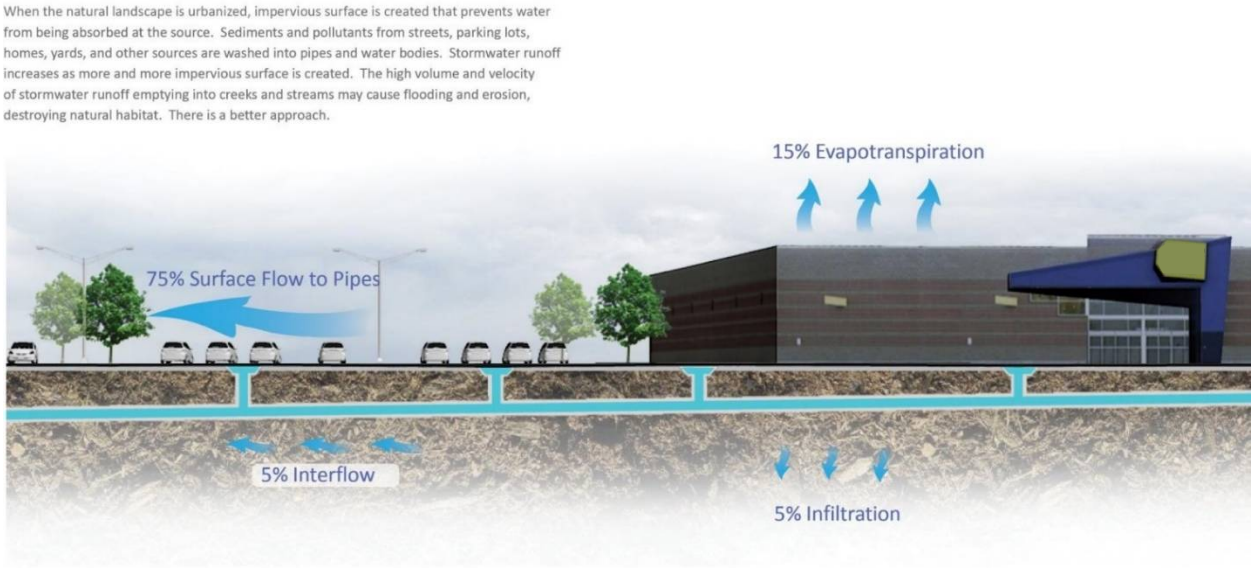

Figure 2. *Post-Urban Development Water Cycle.*[2]

GI measures are used on both public and private lands, such as roads and parking lots, and act as resilient, sustainable systems that retain, detain, filter, harvest, infiltrate, and/or evapotranspire runoff. This limits

[2] San Mateo County Sustainable Green Streets and Parking Lots Guidebook. (2009). SMCWPPP.

the discharge of pollutants to the storm drain system and promotes the infiltration of stormwater into the groundwater basin. GI also includes best management practices, like discharging impervious areas to landscape and minimizing of impervious surfaces on new developments, which act to remove pollutants and protect natural systems.

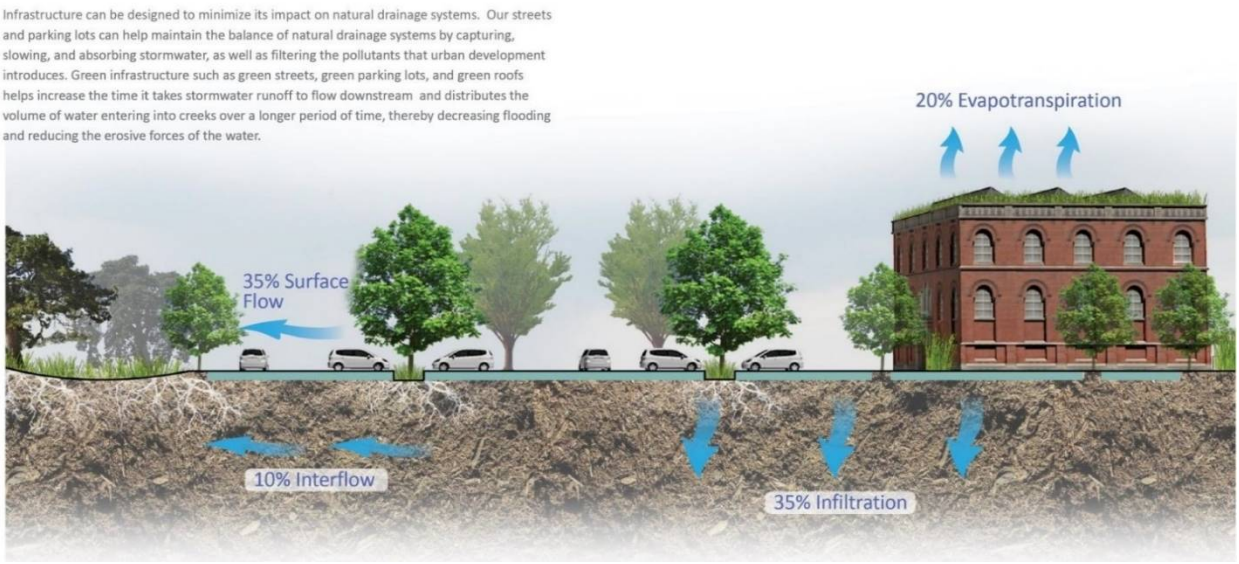

Figure 3. *Balanced Development Water Cycle.*[3]

GI also provides amenities with many benefits beyond water quality improvement and groundwater replenishment, including the reduction of flooding, creation of attractive streetscapes and habitats, and mitigation of the heat island effect.

Examples of GI include landscape-based stormwater "biotreatment" using soil and plants ranging from grasses to trees, pervious paving systems (e.g., interlocking concrete pavers, porous asphalt, and pervious concrete), rainwater harvesting systems (e.g., cisterns and rain barrels), and other methods to capture and treat stormwater. These practices are also known as Low Impact Development (LID) site design and treatment measures.

In addition to LID measures, non-LID measures such as green walls and mechanical treatment measures (e.g., media filters or high flow-rate tree well filters) can be used in areas where landscape-based approaches are not feasible. Some mechanical devices, such as hydrodynamic separators, offer pollutant removal capability and may offer partial treatment of the stormwater system. These can be used in isolation or can provide additional pollutant removal capability when installed in a "treatment train" with landscape-based systems.

[3] San Mateo County Sustainable Green Streets and Parking Lots Guidebook. (2009). SMCWPPP.

Table 1 features the various terminology used to describe water quality improvement measures, ranging from engineered GI facilities, such as bioretention areas, to watershed-based practices which reduce pollutants to receiving waters, such as preservation of open space.

Table 1. *Water Quality Improvement Measures.*

<table>
<tr><th colspan="2">Green Infrastructure Measures
These measures provide treatment of stormwater or intercept stormwater before it can collect pollutants.</th><th>Mechanical Treatment Measures
These measures can improve water quality through the mechanical removal of pollutants.</th></tr>
<tr><td>GI Planters
Stormwater Planter (also known as a Bioretention or Biofiltration Area)
Rain Garden
Stormwater Curb Extension

GI Trees
Tree Well
Stormwater Tree
Interceptor Tree

GI Pavements
Pervious Pavement
Pervious Pavers
Porous Asphalt
Porous Concrete</td><td>Underground GI Systems
Infiltration System

GI for Buildings
Rainwater Harvesting
Green Roof
Green Wall

Other GI Vegetative Systems
Green Gutter
Vegetated Swale (also known as a Bioswale)
Self-Treating Areas
Self-Retaining Areas</td><td>Media Filter (Non-LID)
High-Flow Rate Tree Well Filter (Non-LID)
Hydrodynamic Separator (Partial Treatment Credit)

Natural Systems
Preservation of natural systems can help to support anti-degradation policies on a watershed-based scale.

Open Space Areas
Landscaping

Other Best Management Practices
These practices do not provide stormwater treatment, but they can help to improve water quality.

Street sweeping
Water conservation
Draining impervious surfaces to landscaping
Detention systems</td></tr>
</table>

Information about various types of GI measures is provided in the San Mateo Countywide Water Pollution Prevention Program (SMCWPPP) Green Infrastructure Design Guide *(Design Guide)*[6] and *C.3 Regulated Projects Guide*[7].

The Green Infrastructure *Design Guide* provides photos and renderings of GI projects as well as detailed descriptions of various types of stormwater treatment measures. Figure 4 shows the key stormwater treatment measures featured in the Green Infrastructure *Design Guide*.

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[6] The Design Guide can be found at SMCWPPP's website at https://www.flowstobay.org/gidesignguide.

[7] C.3 Regulated Projects Guide (formerly known as the C.3 Technical Guidance) can be found on the SMCWPPP "Flows to Bay" website at https://www.flowstobay.org/newdevelopment.

CHAPTER 2

2.0 Green Infrastructure Measures and Opportunities
Introduction

A Visual Guide of Green Infrastructure Measures

Stormwater Planters

Stormwater Curb Extensions

Rain Gardens

Tree Wells

Infiltration Systems

Pervious Pavement

Green Roofs

Rainwater Harvesting

Vegetated Swales

Green Gutters

Stormwater Trees

Interceptor Trees

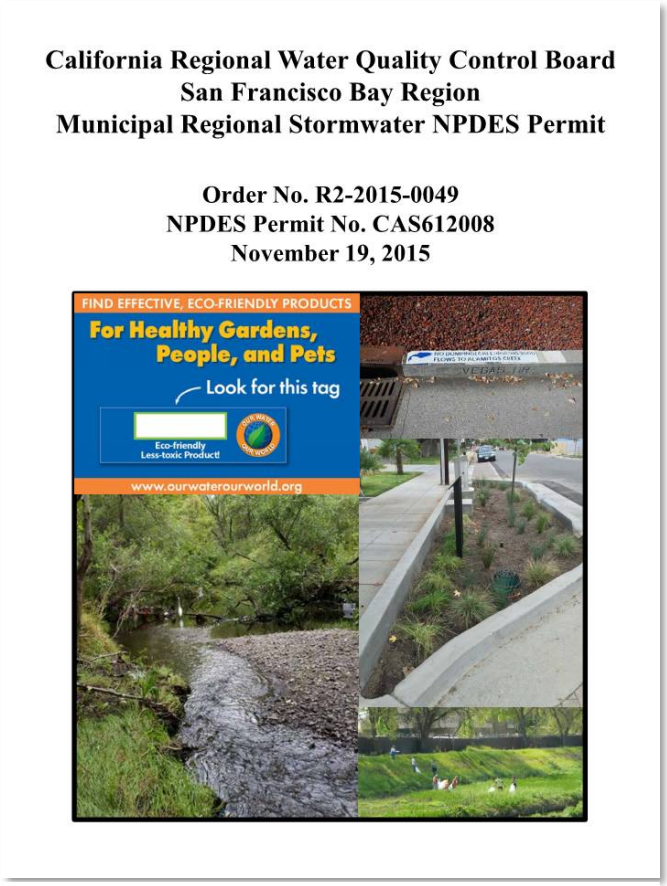
Green Walls

Figure 4. *Visual Guide of Green Infrastructure Measures (SMCWPPP 2019b).*

"Green Streets" are roadway projects which incorporate GI strategies to manage runoff. "Complete Streets" are streets designed with equal consideration to all modes of travel for enhancement of safety and access for cyclists and pedestrians. When combined, Complete Streets and Green Streets are referred to as "Living Streets," "Better Streets," and "Sustainable Streets." This "Living Streets" movement recognizes that environmentally- and holistically-designed streets achieve many benefits, including increased multi-modal travel and safety, cleaner water and air, improved flood and climate change resilience and mitigation, enhanced placemaking and community cohesion, greater energy savings, and habitat retention, in addition to higher property values.

1.1.2 Regulatory Water Quality Requirements

Section 402(p) of the federal Clean Water Act (CWA) requires National Pollutant Discharge Elimination System (NPDES) permits for stormwater discharges from Municipal Separate Storm Sewer Systems (MS4s), which are considered a significant contributor of pollutants to waters of the United States. The US Environmental Protection Agency (USEPA) delegates its authority to regulate MS4s to the State Water Resources Control Board, which, in turn, assigns many regulatory tasks to the Regional Water Quality Control Boards The San Francisco Regional Water Quality Control Board (SFRWQCB) oversees protection of water quality in the San Francisco Bay Area. In accordance with CWA Section 303(d), the SFRWQCB is required to establish Total Maximum Daily Loads (TMDLs) for certain pollutants that may be causing or threatening to cause or contribute to water quality impairment in the waters of the region. These pollutants include mercury, polychlorinated biphenyls (PCBs), pesticides, and sediment. There is not yet a TMDL for trash; however, trash is still considered a pollutant.



California Regional Water Quality Control Board San Francisco Bay Region Municipal Regional Stormwater NPDES Permit (MRP).

NPDES Permittees, including the Town of Colma, are subject to the requirements of the recently reissued Municipal Regional Stormwater NPDES Permit for Phase I municipalities and agencies in the San Francisco Bay Area (Order R2-2015-0049), also known as the Municipal Regional Permit (MRP), which became effective on January 1, 2016. The MRP applies to 76 large, medium, and small municipalities (cities, towns, and counties) and flood control agencies (collectively referred to as Permittees) that discharge stormwater to the San Francisco Bay.

Over the last thirteen (13) years, under successive NPDES stormwater permits, new development and redevelopment projects on private and public property which result in the creation or replacement of impervious area exceeding specified size thresholds (referred to as "Regulated Projects") have been required to mitigate impacts on water quality by incorporating site design, pollutant source control, stormwater treatment, and flow control measures as appropriate. LID treatment measures, such as rainwater harvesting and use, infiltration, and biotreatment, have been required on most Regulated Projects since December 2011. Construction of new roads is covered by these requirements, but projects related to existing roads and adjoining sidewalks and bike lanes are not Regulated Projects one or more travel lane(s) is added.

As of 2015, a new section of the MRP requires Permittees to develop and implement long-term GI Plans to address pollutants in stormwater discharges, including polychlorinated biphenyls (PCBs), mercury, trash, and pesticides, to meet Waste Load Allocation (WLA) and TMDL requirements. LID measures incorporated into GI design and retrofit projects can help remove these pollutants from stormwater runoff. For this reason, the MRP establishes a new linkage between public infrastructure retrofits and required reductions in PCBs and mercury. The GI Plan is intended to serve as an implementation guide and reporting tool to provide reasonable assurance that urban runoff Total Maximum Daily Load (TMDL) wasteload allocations are met; the GI Plan also sets goals for reducing, over the long term, adverse water quality impacts of urbanization and urban runoff to receiving waters. Over the next few decades, Permittees must reduce the loads of PCBs and mercury in stormwater discharges through various means, with a portion of these load reductions achieved through the installation of GI systems.

Other pollutants, including trash and pesticides, should also be coordinated with the GI program since, when properly designed, constructed and maintained, biotreatment systems may also be credited toward trash and pesticide reduction goals.

1.1.3 Contributors to Pollution

Numerous human activities generate or otherwise contribute to pollution in stormwater and can cause impairments to the beneficial uses of receiving waterbodies. The following pollutants of concern have resulted in impairments of waters from San Mateo County watersheds[4]:

- **PCBs.** Sources of PCBs are transformers or capacitors with leaking hydraulic fluids, lubricants, plasticizers, building materials, and pesticide extenders. PCBs are released to the environment through spills, leaks, and improper disposal and storage. PCBs have not been produced since 1977, but they can be transported long distances and bind strongly to sediment and are therefore persistent once in the environment. In addition to treatment by GI, PCBs are managed through

[4] *Stormwater Resource Plan for San Mateo County. (2017, February).* San Mateo Countywide Water Pollution Prevention Program. City/County Association of Governments of San Mateo County. Prepared by Paradigm Environmental and Larry Walker Associates, Inc.

the Town's PCB Demolition Program, which controls PCB-laden wastes resulting from building demolition, and through referrals of source properties to the SFRWQCB. After referral, the property owner is required to address the pollution.

- **Diazinon and Other Pesticides.** Pesticides have been used throughout the San Francisco Bay Area to manage pests, and are released into the environment during manufacture, formulation, distribution and retail, landscape maintenance, and through agricultural usage (SFRWQCB 2016). Urban runoff transports these pesticides to local water bodies. In addition to treatment by GI, pesticides are reduced through implementation of a Pesticides Toxicity Control Program, which includes an Integrated Pest Management program aimed at reducing the use of pesticides.
- **Mercury.** Mercury sources include historic mines, urban runoff, wastewater discharges, resuspension of mercury-laden sediment in the Bay, and atmospheric deposition (SFRWQCB 2016). In addition to treatment by GI, mercury is reduced through implementation of a Mercury Control Program, which includes source control efforts at local mines.
- **Trash.** Trash accumulates in waterbodies due to littering, dumping, wind, and urban runoff. Plastic represented 60% of the trash accumulated from a 2007 study of six (6) watersheds in the County (SMCWPPP 2007). In addition to treatment by GI, trash is reduced by various trash prevention and control actions, such as the installation and operation of full trash capture devices, street sweeping, storm drain inlet cleaning, and hot spot cleanups.
- **Sediment.** Sources of sediment include erosion of creek banks and incision of creek streambeds (often caused by increased stormwater flows resulting from development) and excavation and deposition of sediment (such as through construction activities, historic logging, and agriculture). Sediment is controlled via GI and mechanical treatment devices, such as hydrodynamic separators.
- **Indicator Bacteria.** Sources of indicator bacteria along the shoreline of San Francisco Bay and beaches of the Pacific Ocean and found in other waterbodies of San Mateo County, such as the Marina Lagoon, stem from urbanization as well as from natural background sources. Urban stormwater runoff carries pet waste and litter which contributes to coliform bacteria. Other sources include sanitary sewer leaks and overflows, boat waste, litter from recreation, and direct deposit by wildfowl (SFRWQCB 2013).

1.1.4 Benefits of Green Infrastructure

GI is a long-term solution to reduce the amount of water pollution entering nearby creeks, rivers, and the ocean by utilizing natural systems, such as water retention and the absorption capabilities of vegetation and soil, to treat urban runoff. Increased implementation of GI will ultimately lead to improved quality of urban water discharge.

GI is associated with many environmental and human health benefits, especially in urban areas. For example, a stormwater curb extension in a commercial area provides both improved water quality and traffic calming. The Town will prioritize types and locations of GI measures which provide multiple benefits. Table 2 lists the key benefits of GI.

Table 2. *Green Infrastructure Benefits.*

1.2 Purpose, Goals, and Benefits of the Green Infrastructure Plan

1.2.1 Statement of Purpose and GI Plan Goals

This GI Plan describes how the Town will shift its impervious surfaces and storm drain infrastructure from "gray" (traditional) to green. In other words, the plan describes how the Town will change processes and practices over time to replace infrastructure which directs runoff directly into storm drains and receiving waters with Green Infrastructure, which slows runoff by dispersing it to vegetated areas, harvests and uses runoff, promotes infiltration and evapotranspiration, and utilizes bioretention and other GI practices to treat stormwater runoff.

The GI Plan also demonstrates the Town's long-term commitment to the implementation of GI to help reduce loads of pollutants conveyed in stormwater and discharged into local waterways. The GI Plan establishes milestones for areas of impervious surface to be retrofitted with GI and serves as an implementation guide and reporting tool to provide reasonable assurance that urban runoff TMDL wasteload allocations are met. It sets goals for reducing the adverse water quality impacts of urbanization and urban runoff on receiving waters over the long term.

Detention system at Cypress Lawn Cemetery, which receives stormwater runoff from landscaping and bioretention areas.

The GI Plan identifies means and methods to prioritize particular areas and projects within the Town's jurisdiction, at appropriate geographic and time scales, for the implementation of GI projects. Furthermore, it will include means and methods to track the area within the Town's jurisdiction that is

treated by GI controls and the amount of directly connected impervious area (i.e., impervious area which drains directly to the storm drain system without first flowing across permeable land area).

The Town will aim to meet the milestones established in the GI Plan by incorporating GI, where feasible, into the Capital Improvement Program (CIP). In addition, the Town will strive to collaborate in regional efforts to improve water quality through multi-jurisdictional projects.

The GI Plan goals and objectives are summarized in Table 3.

Table 3. *Green Infrastructure Plan Goals and Objectives.*

GI Plan Goals	Objectives
Protect the Environment	• Improve water quality by using GI to treat stormwater runoff • Protect local creeks and waterways through reduction of sediment and peak runoff • Raise public awareness about pollution prevention
Reduce Urban Flooding	• Reduce peak runoff volumes and velocities using GI
Use Rainwater as a Resource	• Harvest and use runoff for non-potable purposes • Promote neighborhood greening and create habitat using landscape-based GI measures
"No Missed Opportunities"	• Establish procedures and practices to require and implement GI practices in public and private projects as part of the Town's regular course of business • Set milestones and goals for water quality improvement • Identify and prioritize areas and projects within the Town's jurisdiction for the implementation of GI projects • Incorporate GI, where feasible, in the CIP projects • Coordinate the GI Plan with other local planning documents and promote the multiple benefits of GI • Establish a means of tracking potential and completed GI projects

1.2.2 Integration of GI Plan with Provision C.3

The MRP requires Permittees to use their planning authorities to include appropriate source control, site design, and stormwater treatment measures in new redevelopment projects, with the aim of addressing stormwater runoff pollutant discharges and preventing increases in runoff flows from new and redevelopment projects. Projects which meet the MRP-established thresholds must include stormwater treatment systems and are called "Regulated Projects".

In the MRP, the SFRWQCB states that the GI Plan's implementation is required, in part, as an alternative to expanding the definition and lowering the threshold of Regulated Projects prescribed in Provision C.3.b.[5] Regulated Projects are required to treat their site stormwater with LID site design and treatment

[5] Since 2006, private or public projects that create or replace 10,000 square feet or more of impervious surface have been Regulated Projects under Provision C.3. of the MRP. Effective December 1, 2011, the threshold was reduced

control measures, thus contributing to the Town's overall GI and sustainability goals. Lower thresholds for Regulated Projects would result in more projects being required to incorporate green infrastructure as a condition of new or redevelopment. The SFRWQCB may opt to lower this threshold in a future permit, however, if progress towards GI milestones is deemed insufficient.

The Town is committed to protection of its natural resources, and to that effect will continue to provide oversight of implementation of LID on private projects in accordance with Provision C.3 requirements and will continue to incorporate LID and GI into Capital Projects.

The Town will plan, analyze, implement, and credit GI systems for pollutant load reductions on a watershed scale. One focus of the GI Plan is the integration of GI systems into Non-Regulated public rights-of-way projects. Another objective of the GI Plan is to provide incentives or opportunities for private property owners to add or contribute GI elements to Non-Regulated Projects. Additionally, the GI Plan provides a mechanism to establish and implement alternative or in-lieu compliance options for Regulated Projects as well as to account for and justify Special Projects in accordance with Provision C.3.e.[6]

1.2.3 Benefits of Developing a GI Plan

Currently, most of the infrastructure constructed within the Town is classified as "gray" infrastructure. The Town is working toward fostering a more sustainable urban community by incorporating GI components in Capital Improvement Projects. This GI Plan can be used to educate Town staff, developers, and the general community on both the nature of GI as well as the environmental, economic, and human health benefits of cultivating a climate in which opportunities for incorporation of GI are identified and pursued. Additionally, the GI plan provides guidelines for implementation of GI in future developments. Benefits of this GI Plan include the following:

- Aids the Town's and County's mission to create sustainable communities
- Facilitates systematic integration of GI into existing practices
- Identifies priority implementation locations
- Supports the Town in meeting current and future permit requirements
- Assists in understanding of compliance costs as well as planning and budgeting for future implementation

from 10,000 to 5,000 square feet for uncovered parking areas, restaurants, auto service facilities, and retail gasoline outlets. Effective 1/1/16, Under MRP 2.0, all projects including single-family dwellings with $\geq 2{,}500 ft^2$ and $<10{,}000 ft^2$ of impervious surface must install one or more of 6 specified LID site design measures.

[6] On November 28, 2011, the SFRWQCB amended the MRP to allow LID treatment reduction credits for smart growth, high density, and transit-oriented development projects which meet certain requirements. Special Projects can use non-LID treatment, such as high flow-rate media filters and high flow-rate tree well filters.

1.3 Overview of Green Infrastructure Plan Development Process

1.3.1 Regional and SMCWPPP Guidance and Inter-Agency Collaboration

Since the issuance of MRP 2.0, the Town of Colma has undertaken a substantial effort to develop the GI Plan. In collaboration with the SMCWPPP Green Infrastructure Technical Advisory Committee (GI TAC), which was formed in April 2016 to address the new permit requirements, the Town worked diligently to develop the elements of the GI Plan. Through SMCWPPP, the Town participated in and supported regional (BASMAA) efforts, including the preparation of technical projects, memos, and reports.

A timeline showing the development of the key work products developed through the GI TAC is provided in Figure 5. These and other deliverables include the following:

- **GI TAC.** Formation of a committee to aid coordination among the San Mateo County Permittees to develop the GI Plans.
- **SRP.** Development of the San Mateo Countywide Stormwater Resource Plan (SRP), which established a prioritization protocol for GI projects and a list of prioritized GI projects.
- **CIP Screening.** Training on the BASMAA GI screening process to aid cities in undertaking an annual evaluation of their Capital Improvement Program for GI potential.
- **GI Workplan.** GI Workplan materials development, including the template, sample staff report, and sample resolution.
- **Green Suite.** Development of Countywide GI Guidelines and Specifications, consisting of the GI Design Guide and Regulated Projects Guide, referred to as the "Green Suite".
- **GI Funding Analysis.** Evaluation of GI Funding Options, which was summarized in a Nexus Evaluation report developed by SCI Consulting Group on behalf of SMCWPPP, and with input from the GI TAC.
- **RAA.** Completion of a Reasonable Assurance Analysis (RAA), which sets milestones countywide for the amount of stormwater treatment capacity, impervious surface, and sediment reduction provided by each Permittee in 2020, 2030, and 2040.
- **Planning Updates.** Model Planning Document Language, which was a review of various planning documents completed by CD+A on behalf of SMCWPPP and with input from the GI TAC.
- **Alternative Sizing Criteria.** BASMAA Guidance for Sizing GI Facilities in Street Projects & GI Facility Sizing for Non-Regulated Street Projects. This serves to address Provision C.3.j.i.(2)(g) of the MRP, which states, "Permittees may collectively propose a single approach with their Green Infrastructure Plans for how to proceed should project constraints preclude full meeting the C.3.d. sizing requirements."

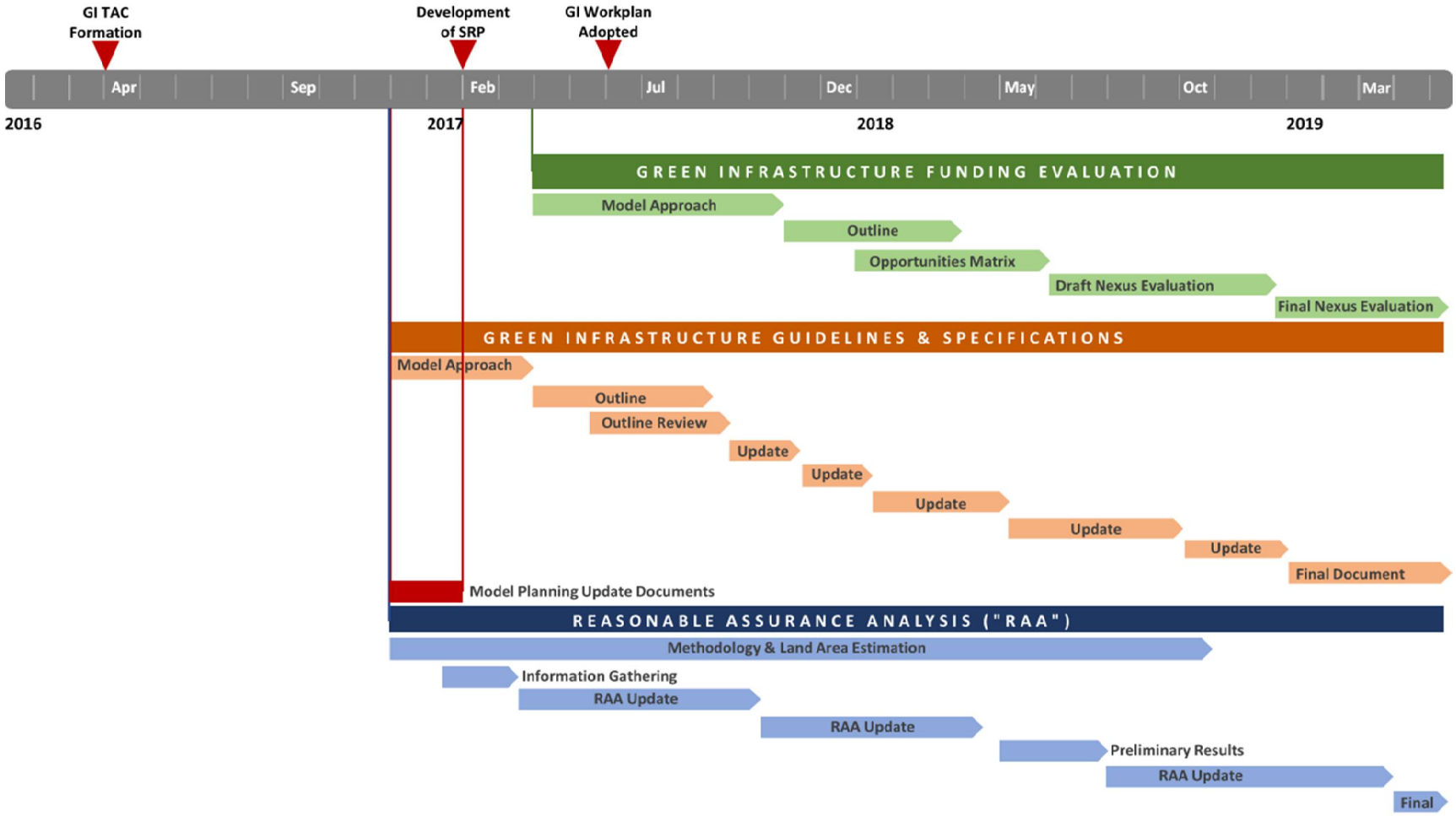


Figure 5. *SMCWPPP Green Infrastructure Technical Advisory Committee Deliverables Timeline.*

These deliverables make up the key elements and backbone of the GI Plan. Developing these elements at a Countywide level was a significant effort, and required collaboration among the various agencies in San Mateo, all of which have a different local context and perspective. Each GI TAC meeting required a commitment on the part of member agency staff to (1) review discussion items several weeks prior to the meeting, (2) attend meetings a minimum of 2.5 hours in length either remotely or in person, and (3) provide feedback on in-progress or updated versions of deliverables within a few weeks of each meeting.

In order to provide feedback on GI TAC deliverables in a timely manner, an unofficial interdepartmental task force headed by the Public Works Department which consisted of representatives of various other departments was formed. At various stages in the planning process, Public Works coordinated with Planning/Community Development, Parks, the City Attorney, the City Manager's Office, and City Council to discuss the planning requirements and work products.

1.3.2 Workplan Development and Adoption

The MRP required all Permittees to adopt a GI Workplan by June 30, 2017 and submit it to the SFRWQCB by September 30, 2017. The workplan consisted of a framework for completing the GI Plan and included a statement of purpose, tasks, and timeframes to complete the required elements of the GI Plan.

The Town of Colma adopted a GI Workplan on June 5, 2017 through City Council Resolution 2017-37.

1.3.3 Alignment with City Plans, Policies, and Programs

GI implementation aligns with existing Town plans, policies, and programs, such as the General Plan and Climate Action Plan, because it can help to provide multiple benefits to the community, as listed in Section 1.1.4.

Chapter 7, "Integration with Other Planning Documents", describes how existing planning documents coordinate with the GI Plan, and which planning documents will be updated to further support implementation of GI.

Chapter 10, "Implementation Approach", describes how the Town's standard operating procedures, Municipal Code, maintenance program, and internal policies help to support implementation of GI.

1.3.4 Outreach and Education

Chapter 9, "Outreach and Education", describes which outreach and education efforts were conducted at a City- or County-wide level throughout the GI Plan development process. Chapter 9 also describes the education and outreach strategy moving forward to raise awareness about water quality and pollution as well as to help promote the implementation of GI.

1.3.5 Project Oversight

The Town convened interdepartmental meetings with affected department staff, including the Public Works and Planning Departments as well as Management Staff, to discuss and develop the GI Plan.

Additional oversight was provided by the GI TAC, where agency staff received information and feedback about various GI Plan elements. In order to develop a GI Plan that was consistent with others being developed in San Mateo and Santa Clara Counties, this GI Plan was developed from a combination of a GI Plan template provided by SCVURPPP, and the model table of contents provided by SMCWPPP.

Bioretention Area located at Hills of Eternity.

2.0 AGENCY DESCRIPTION AND BACKGROUND

2.1 Background and Land Use

Incorporated in 1924 in northern San Mateo County, the Town of Colma was founded to protect cemeteries as a land use and is therefore primarily comprised of cemeteries. The Town is located between the Pacific Ocean and Daly City to the west and San Bruno Mountain in the east (see Figure 6). The Town also has a vibrant commercial base that includes Colma Auto Row, Serra Center, and 280 Metro Center.

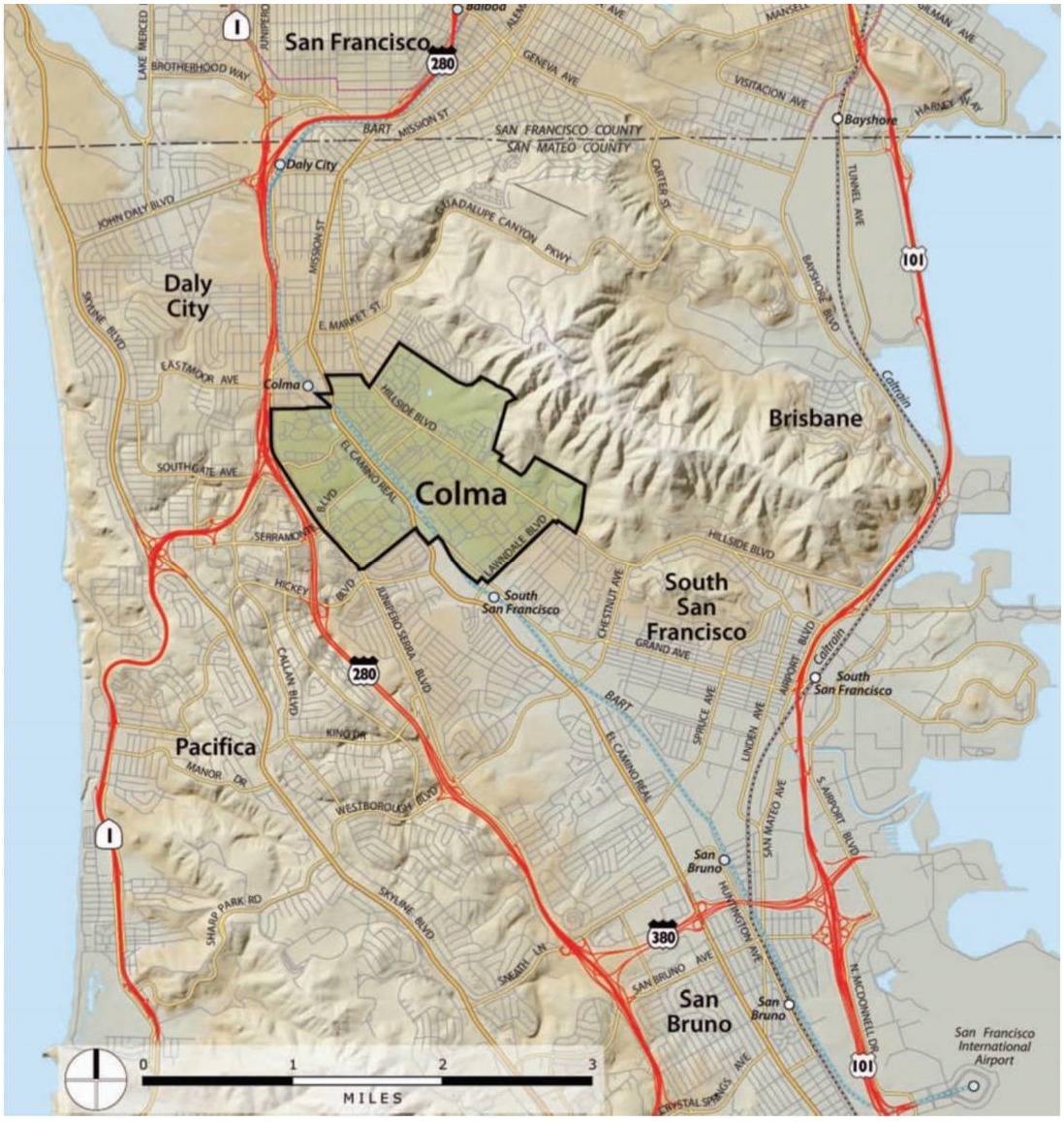


Figure 6. *Town of Colma in Regional Context*[7].

[7] *Land Use and Urban Design Strategy.* (October 2014). Prepared by Dyett & Bhatia for the Town of Colma. Colma, CA.

The Town has a total area of approximately 1.9 square miles, or 1,222 acres. The Town is primarily made up of open space/cemeteries, with 72 percent of the total land area either used or dedicated for future use as a cemetery or mortuary. Of the remaining developable area, about 132 acres consist of commercial and light industrial uses. Commercial uses consist of automobile dealers, retail centers, warehouses, and a casino and is concentrated along Serramonte Boulevard, El Camino Real, and Mission Road. Most of the residential area is situated in the Sterling Park neighborhood south of Daly City. Residential uses make up a small portion of the Town's area (less than 2%). There are no schools within the Town's jurisdictional limits.

Figure 7 depicts the various land uses in Colma.

2.2 Water Resources

The Town of Colma is within the Colma Creek watershed, which is part of the San Mateo Basin, a major source of groundwater that drains via Colma Creek into the San Francisco Bay in South San Francisco. The headwaters of Colma Creek are on the slopes of San Bruno Mountain. Groundwater is an important water source in Colma, as many of the cemeteries depend on groundwater for irrigation. The main groundwater aquifer which underlies Colma is the San Mateo Basin, and it extends through South San Francisco and northern San Bruno. The trough is estimated to be two miles wide by nine miles long and lies between San Bruno Mountain and the Santa Cruz Mountains.

2.3 Transportation

Regional vehicular access to the Town is provided by Interstate 280 just outside the western Town limits and State Route 82 (El Camino Real) which passes through the heart of the Town. The Town is situated between two Bay Area Rapid Transit (BART) stations, which are located just outside the Town's boundary. The Colma BART station is located at the northern boundary of the Town and the South San Francisco Station is located just outside the southern boundary. San Mateo County Transit District (SamTrans) provides regional bus services throughout the Town.

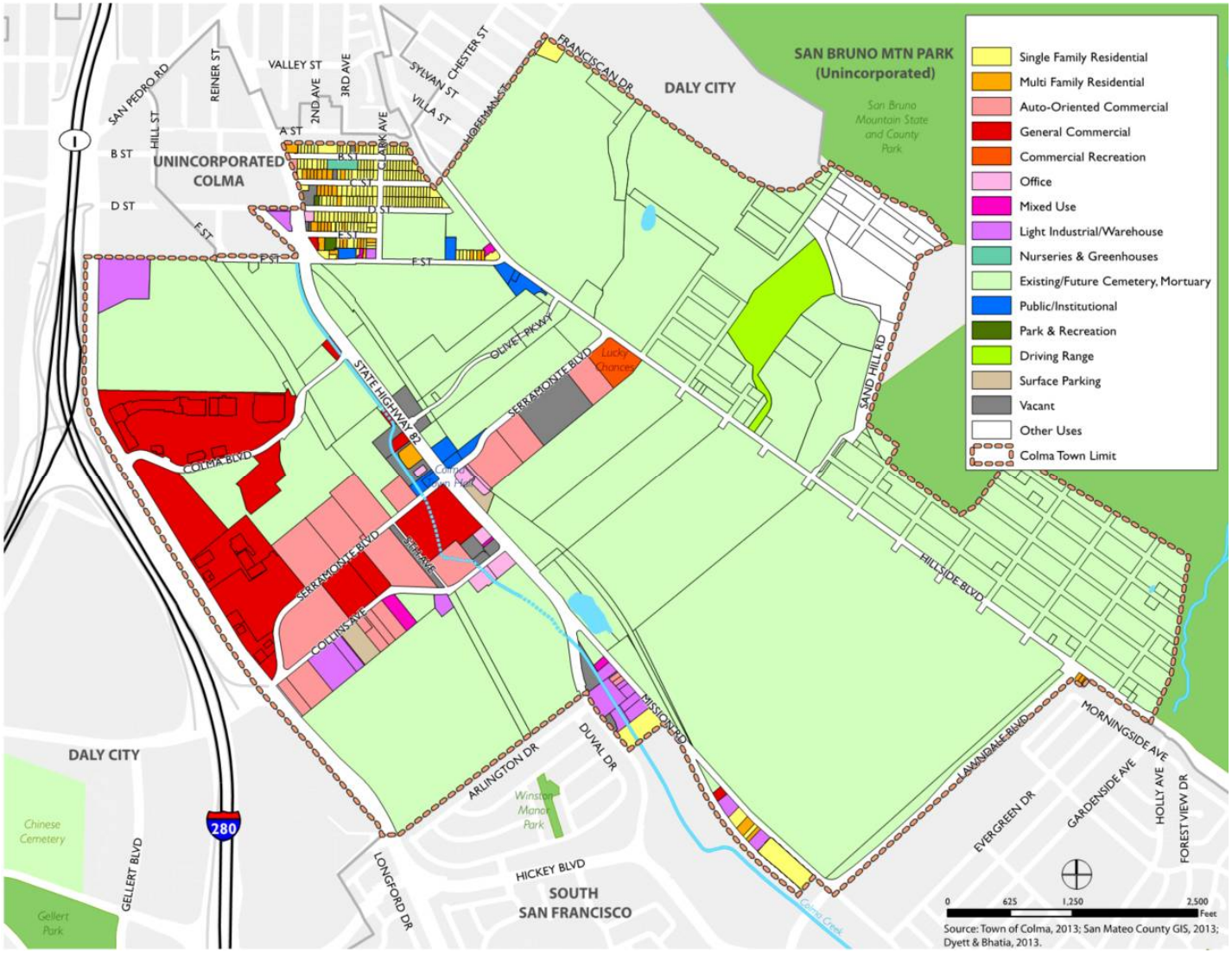


Figure 7. *Town of Colma Existing Land Uses (2014)*[8].

[8] *Land Use and Urban Design Strategy.* (October 2014). Prepared by Dyett & Bhatia for the Town of Colma. Colma, CA.

2.4 Population and Growth Forecasts

Colma is a town of 1,572 residents according to Department of Finance estimates from January 2013. Colma's small population grew from 1,187 in the year 2000 to 1,454 in the year 2010, increasing by 267 residents or 22 percent over the ten-year span.[9] ABAG predicts Colma will continue to grow over the next 20 years to reach a population of 1,874 in 2030 (see Figure 8).

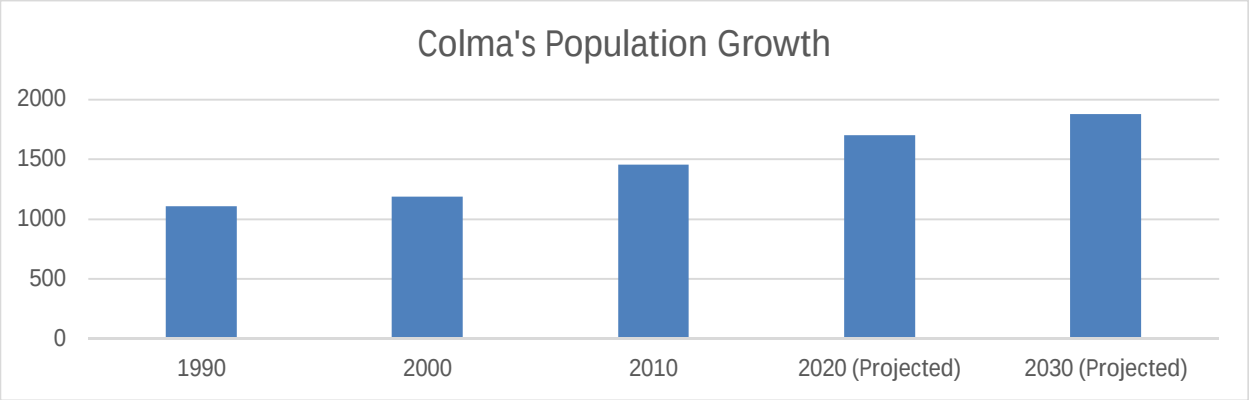


Figure 8. *Town of Colma Population Growth (ABAG).*

Colma has a population density of 827.3 people per square mile and average household size of 3.13. Of the 1,572 residents, 21.8% are under the age of 18, 9.9% are between 18 and 24, 29.7% are between 25 and 44, 27.2% are between 45 and 64, and 11.4% are 65 or older. The median household income was $58,750 in 2010.[10]

2.5 Characteristics that Impact GI Implementation

Specific Town characteristics that may restrict GI implementation include the following:

- **Limited New Development Opportunities.** Most of the Town is built out, with very little vacant land available. This limits the space available for GI through new development.
- **Limited Right-of-Way.** The Town has limited right-of-way. The amount of GI in roadway projects is restricted by the area of the existing roadways.
- **Cemetery uses.** Most of the Town's area is dedicated to cemetery uses. Since the cemetery use is primarily lawn or landscaped areas, there is a limited need for GI improvements.

Specific Town opportunities that may positively affect GI implementation include the following:

[9] *Estimates.* State of California. Department of Finance. Accessed 2019. http://www.dof.ca.gov/Forecasting/Demographics/Estimates/.

[10] *American FactFinder.* United States. Census Bureau. Accessed 2019. https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml.

- **Improvement Plans.** The Town is developing improvement plans for major roadways such as the Serramonte Boulevard/Collins Avenue Master Plan, the Mission Road Improvement Plan, and the El Camino Real Bicycle and Pedestrian Master Plan. The Town will consider adding GI these projects subject to funding availability.
- **Redevelopment.** The Town identified seven possible redevelopment sites. The redevelopment of these sites can include GI improvements.

Bioretention area located at Golden Hills Memorial Park.

3.0 GREEN INFRASTRUCTURE MILESTONES

3.1 Regulatory Background

Provision C.3.j of the MRP specifies that the GI Plan should include the following:

> *"Targets for the amount of impervious surface, from public and private projects, within the Permittee's jurisdiction to be retrofitted over the following time schedules, which are consistent with the timeframes for assessing load reductions specified in Provisions C.11 and C.12: (i) By 2020; (ii) By 2030; and (iii) By 2040."*

This chapter discusses the required load reductions to be achieved via Green Infrastructure (GI) at the Countywide level and includes various approaches that can be taken at the municipality and/or County level to achieve load reductions within specified compliance periods. The load reduction performance criteria are established through Provision C.11.c. (for mercury) and Provision C.12.c. (for PCBs).

3.2 Determining Load Reduction Milestones

3.2.1 Reasonable Assurance Analysis (RAA) Background

Collectively, San Mateo County Permittees (including the Town of Colma) prepared a Reasonable Assurance Analysis (RAA) to demonstrate quantitatively that the proposed control measures will result in sufficient load reductions to meet Total Maximum Daily Load (TMDL) Waste Load Allocations (WLA) and set goals for the amount of GI needed to meet the portion of PCB and mercury load reduction the MRP assigns to GI (SFBRWQCB 2015). The RAA allows the Town to engage in a cooperative effort with other San Mateo County municipalities while also operating under Town-specific stormwater quality goals and the Town's unique implementation strategies, tools, and processes set forth in this GI Plan.

The RAA is a tool for San Mateo County Permittees to use to accomplish the following:

1. Determine a quantitative Town-specific 2040 load reduction. If each municipality meets this goal, then San Mateo County will collectively have met the performance criteria of the MRP.
2. Establish sample "recipes" for achieving load reduction, through a combination of existing projects, future new and redevelopment, regional projects, and green streets.
3. Evaluate the financial resources needed to meet the 2040 goal and determine the feasibility of meeting this goal based on Town context, knowledge, and opportunities.
4. Serve as a discussion tool to facilitate conversations about countywide collaboration, such as the pooling of funds to construct regional projects, or the use of a credit trading program.
5. Project the amount of GI to be constructed via future new development and redevelopment.
6. Assist the Town in forecasting the relative ease or difficulty of green street implementation, based on a prioritization of green street opportunities.

7. Facilitate the creation of a tracking tool for GI implementation by establishing goals that are easily tracked and measured.

The EPA RAA Guide provides an example of three (3) differing perspectives for defining reasonable assurance (USEPA 2017):

- **Regulator Perspective.** Reasonable assurance is a demonstration that the implementation of a GI Plan will result in sufficient pollutant reductions over time to address TMDL WLAs or other targets specified in the MRP.
- **Stakeholder Perspective.** Reasonable assurance is a demonstration that specific management practices are identified with sufficient detail and implemented on a schedule to ensure that necessary improvements in water quality will occur.
- **Permittee Perspective.** Reasonable assurance is based on a detailed analysis of the TMDL WLAs and associated MRP targets themselves, and a determination of the feasibility of those requirements. The RAA may also assist in evaluating the financial resources needed to meet pollutant reductions based on schedules identified in the MRP.

The SMCWPPP RAA was developed by Paradigm Environmental, and consists of two (2) reports:

- **Phase I Baseline Modeling Report.** Provides documentation of the development, calibration, and validation of the baseline hydrology and water quality model, and the determination of PCB and mercury load reductions to be addressed through GI implementation. (SMCWPPP 2018b).
- **Phase II Green Infrastructure Modeling Report.** Provides documentation of the application of models to determine the most cost-effective GI implementation on a municipality-specific basis, setting stormwater improvement goals for the GI Plan. (SMCWPPP 2019c).

Per the EPA "Developing Reasonable Assurance" guide, stormwater NPDES programs are shifting from ensuring compliance through a modeling- and analytical-based approach to water quality requirements to a focus on the specific stormwater management strategies and processes that are necessary over the long term to achieve water quality goals. The RAA acts as a benchmarking strategy and process for assessment of the Town's progress in implementing GI. The planning process inputs and outputs of a reasonable assurance analysis are summarized in Figure 9.

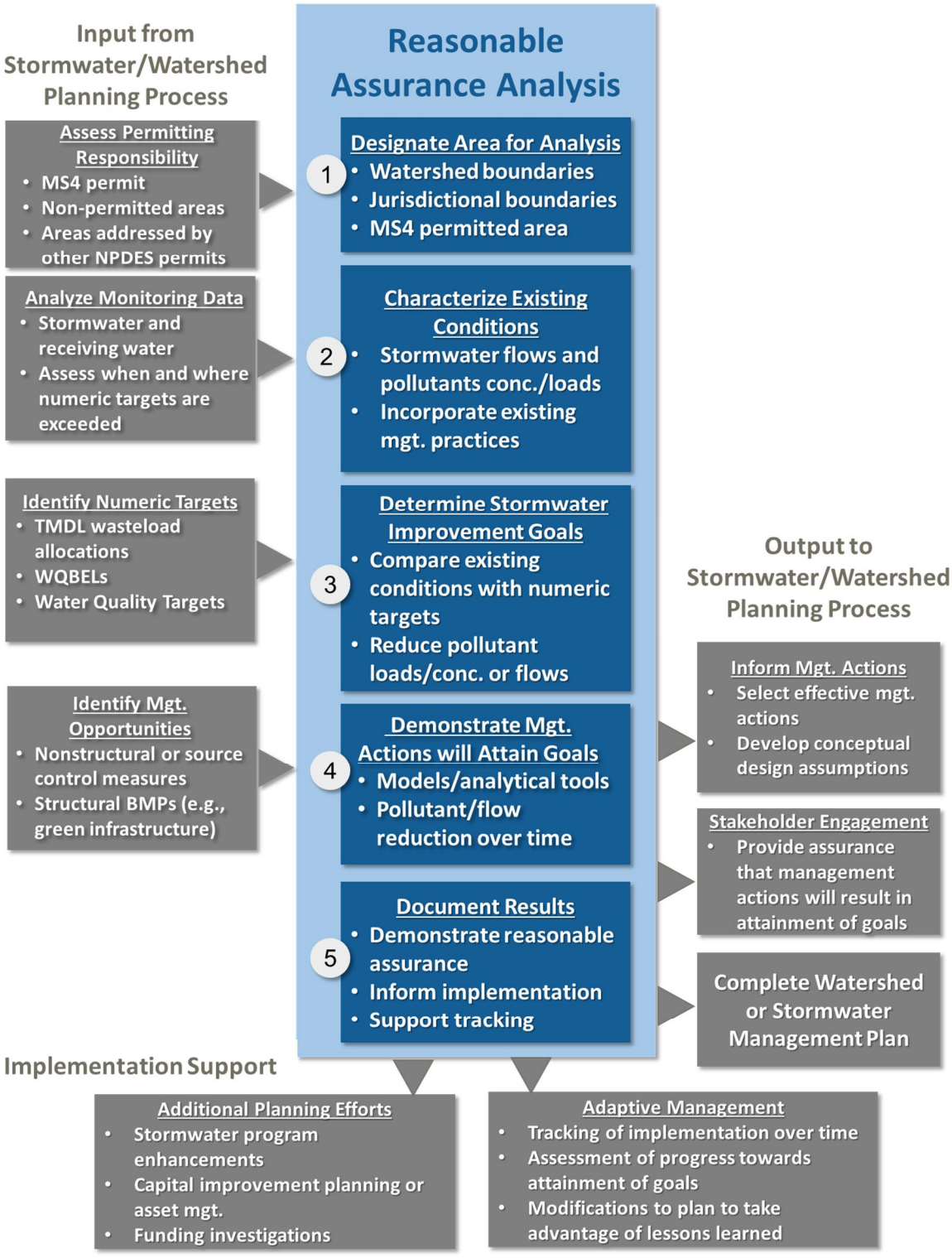


Figure 9. *Reasonable Assurance Analysis Process.*[11]

[11] *Developing Reasonable Assurance: A Guide to Performing Model-Based Analysis to Support Municipal Stormwater Program Planning.* (2017, February). Paradigm Environmental. USEPA.

3.2.2 RAA Modeling Process

Pollutants, like PCBs and mercury, attach to cohesive sediments, like silts and clays, and do not settle out before discharging to the Bay. Using data such as rainfall levels, land use composition, impervious surface area, elevation, slopes, evaporation and infiltration, San Mateo County subwatersheds were modeled by Paradigm Environmental to establish stormwater runoff and total sediment loads. By reducing the amount of cohesive sediment with GI projects, the pollutants are also reduced.

Using the runoff and sediment load as an input, the watersheds were modeled using the System of Urban Stormwater Treatment & Analysis (SUSTAIN), which was developed by the EPA's Office of Research and Development. This software is a cost-benefit optimization model that runs iteratively to evaluate various GI opportunities.

The basic modeling system of the RAA is further described in Figure 10.

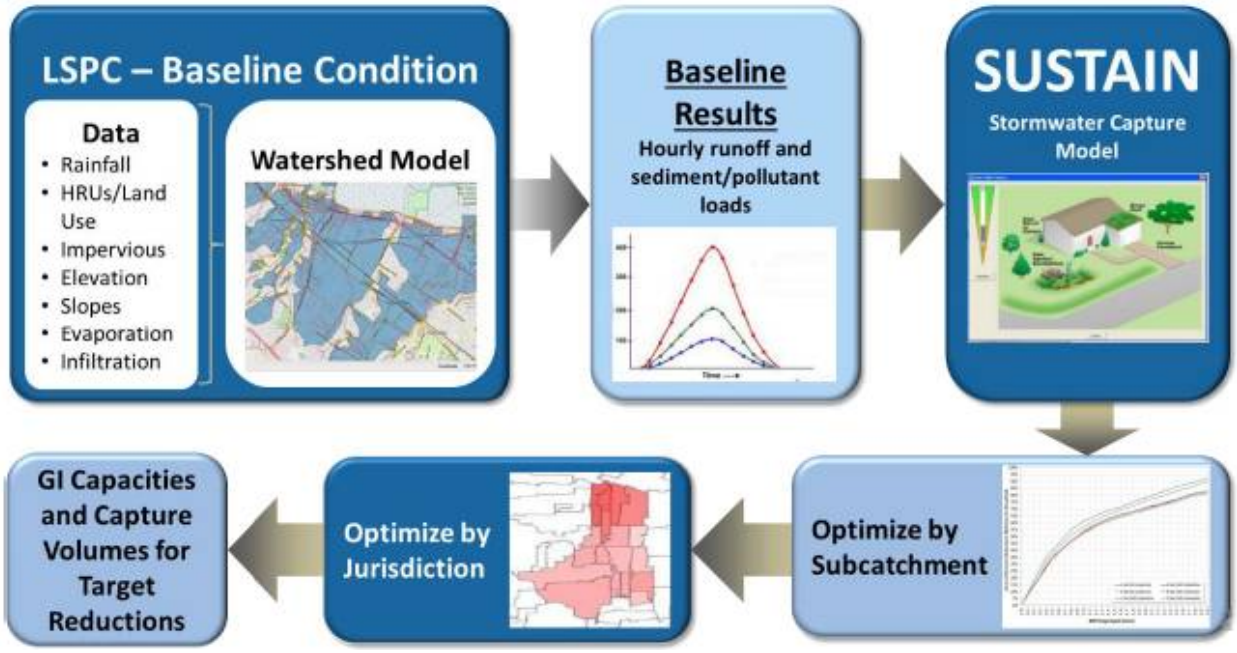


Figure 10. *Reasonable Assurance Analysis Modeling.*[12]

3.2.3 Determination of Water Quality Goals

As discussed in Section 3.2.1, depending on the perspective of the regulators, stakeholders, or Permittees, the purpose and expectations of the RAA can vary in terms of how reasonable assurance is demonstrated. As a result, the output from the RAA must consider multiple perspectives and strike the right balance between detail and specificity while still leaving ample opportunity to allow for future adaptive management.

[12] *Quantitative Relationship Between Green Infrastructure Implementation and PCBs/Mercury Load Reduction.* (2018, June). SMCWPPP 2017-18 MRP Annual Report. Paradigm Environmental.

The following are key considerations for the RAA output:

- **Demonstrate PCBs and Mercury Load Reductions.** The primary goal of the RAA is to quantitatively demonstrate that GI Plans and Control Measure Implementation Plans will result in load reductions of PCBs and mercury sufficient to attain their respective TMDL WLAs and the component stormwater improvement goals to be achieved with GI. Development of these milestones is further described in Section 3.2.1.
- **Develop Metrics to Support Implementation Tracking.** The MRP (Provision C.3.j) also requires tracking methods to provide reasonable assurance that TMDL WLAs are being met. Through C/CAG's current effort preparing a Sustainable Streets Master Plan for San Mateo County, a tracking tool is under development that will enable calculation of metrics consistent with the results of the RAA and additional metrics relevant to sustainable street implementation. The tracking tool is planned for completion in 2020. This is further described in Section 5.5.
- **Support Adaptive Management.** Given the relatively small scale of most GI projects (e.g., use of LID on an individual parcel or conversion of a single street block converted to a green street), numerous individual GI projects are needed to address pollutant reduction goals. All GI projects will require site investigations to assess feasibility and costs. The RAA provides a preliminary investigation of the amount of GI needed spatially (e.g., by subwatershed and municipal jurisdiction) to achieve the countywide pollutant load reduction goal. The RAA sets the GI Plan "goals" in terms of the amount of GI implementation over time to address pollutant load reductions. As GI Plans are implemented and more comprehensive municipal engineering analyses (such as detailed, site-specific assessments of GI feasibility) are performed, the adaptive management process is key to ensuring that goals are met. In summary, the RAA informs GI implementation goals, but the pathway to meeting those goals is subject to adaptive management. **Adaptive management is further discussed in Section 5.6.**

The RAA considered multiple alternative scenarios that can inform GI implementation and direct the adaptive management process. These scenarios demonstrate multiple needs, such as the completion of further research, collaboration among multiple Permittees, and incorporation of lessons learned in order to gain efficiencies and maximize the cost-effectiveness of GI to reduce pollutant loads over time.

3.2.4 PCBs and Mercury Load Reduction Milestones

The MRP specifies a PCB and mercury wasteload allocation which is assigned to San Mateo County based on population. The Town of Colma's wasteload allocation of PCBs and mercury was derived through the RAA, based on population as well as area draining to the San Francisco Bay relative to other Permittees. From this baseline load, the contribution of PCBs and mercury from open space areas, sites covered under other discharge permits (such as schools and other Phase II permittees, and sites covered under an

industrial discharge permit), Caltrans right of way, and areas that drain to the Ocean were removed. The remaining amount of wasteload allocation is what is controlled by the MRP in urban areas.

Based on the baseline hydrology and water quality model, the RAA determined that a 17.6% reduction in PCB loads is needed to meet the GI implementation goals established by the MRP. Zero reduction in mercury loads was determined to be needed from MRP areas because baseline loads were predicted to be below the TMDL WLA for San Mateo County. As a result, a 17.6% reduction in PCB loads compared to existing conditions is established as the primary pollutant reduction goal for the GI Plan.

Figure 11 represents various model scenarios that were considered during the RAA development. Scenarios 1 and 2 are explored further in this chapter. Scenarios 3 and 4 are not recommended, due to the uncertainties involved in terms of how PCB source areas are represented in the model, which will require more monitoring and analysis in the future to gain an improved understanding of PCB source areas and the ability to target these areas with GI. PCBs are difficult to model, track, and sample compared to cohesive sediment.

Load Reduction Objective	Percent of Total GI Cost to Achieve Reduction Objective		
	Jurisdictional	Countywide	*Total Savings (Jurisdictional vs. Countywide)*
Cohesive Sediment 17.6% Reduction	**Scenario 1**	**Scenario 2**	→ *Savings*
Total PCBs 17.6% Reduction	**Scenario 3**	**Scenario 4**	→ *Savings*
Total Savings (Sediment vs. PCBs)	↓ *Savings*	↓ *Savings*	↘ *Overall Savings*

Figure 11. *Model scenarios objectives and cost-benefit evaluation (SMCWPPP 2018a).*

- **Scenarios 1 and 2.** With a cohesive sediment load reduction objective, Scenarios 1 and 2 represent the most conservative approaches. Those scenarios assume that given the uncertainties about PCB source areas, targeting an overall 17.6% load reduction of cohesive sediment in general (silts and clays) achieves the PCB load reduction objective for GI.

  Since PCBs are generally understood to be transported with cohesive sediment (e.g., silt and clay), cohesive sediment load can serve as a surrogate on which to base a load reduction target. The RAA considers a 17.6% reduction of cohesive sediment load as a more conservative surrogate until a better understanding is reached in terms of specific PCB source areas within the County. PCB source areas can be targeted for source control measures or GI implementation, likely resulting in greater effectiveness for GI to reduce PCB loads in those areas, and thus reducing the overall amount of GI needed to meet the load reduction target.

- **Scenarios 3 and 4.** These scenarios assume that PCB sources are spatially distributed based on analysis of land use types. The cost-benefit optimization process targets those areas as having the highest likelihood of PCB sources. Scenarios 3 and 4 highlight the potential cost savings (relative to Scenarios 1 and 2) that could be realized if PCB sources are identified and targeted for GI implementation.

By targeting a total sediment load reduction rather than a pollutant-specific load reduction (such as reduction in level of PCBs), GI installed at any site in San Mateo County which drains to the San Francisco Bay can help contribute to the load reduction.

3.3 Approach to Load Reduction Milestones

3.3.1 Jurisdictional vs. Countywide Approach

There are two (2) potential approaches the various municipalities within San Mateo County may consider:

- **Jurisdictional Approach.** Each municipality would be individually responsible for a 17.6% load reduction that is proportional based on population and the amount of area which drains to the San Francisco Bay.
- **Countywide Approach.** Each municipality agrees to reduce overall PCBs within the County by focusing on municipalities with the potential to implement more efficient and numerous GI opportunities.

The Countywide approach is projected to result in a cost reduction for each municipality and considers implementation of GI throughout San Mateo County. Some agencies will have more capacity to implement GI, while others will have less. A countywide approach is not only more cost effective, but also provides a vehicle for collecting funding for regional project opportunities, the costs of which can be shared by multiple jurisdictions. It also provides a vehicle for credit trading between agencies. Refer to the "Green Infrastructure Funding Nexus Evaluation" (SCI Consulting Group and Larry Walker Associates, January 2019) for more information about credit trading.

The RAA allows for the possibility of credit trading by providing multiple management metrics for GI, such as impervious area to be treated in acreage, and GI capacity in acre-feet. **Refer to Section 3.4.3 for more information about the RAA's management metrics.**

3.3.2 Modeled Green Infrastructure Opportunities

For the purposes of the RAA, GI represents a group of structural control measures that provide similar processes for the capture, infiltration, and/or treatment of urban runoff prior to discharge to receiving waters, such as bioretention areas and permeable pavers. **For more information about the methods used to identify and screen potential projects, refer to Chapter 4, "Project Identification and Prioritization".** GI opportunities incorporated into the model include the following:

1. **Existing Projects.** Stormwater treatment measures and GI projects that have been implemented since FY -2004/05. This is primarily all the Regulated Projects that were mandated to treat runoff via Provision C.3 of the MRP, but also includes any public green street or other demonstration projects that were not subject to Provision C.3 requirements. For Regulated Projects in the early years of C.3 implementation, stormwater treatment may have been achieved through non-GI means, such as underground vault systems or media filters.

2. **Future New and Redevelopment (Low Impact Development).** Low impact development uses a suite of technologies intended to imitate pre-urbanization (natural) hydrologic conditions. LID captures and treats runoff before it can reach downstream waterbodies. LID projects are located on discrete parcels and sites, and do not include green streets (see below for further information). Examples include green roofs, bioswales, bioretention areas, permeable pavement, and infiltration trenches. These are Regulated projects that are subject to Provision C.3 requirements to treat runoff via GI per the MRP. The RAA modeled these projects based on spatial projections of future new and redevelopment tied to regional models for population and employment growth. **For a map of prioritized LID projects, refer to Appendix C.**

3. **Regional Projects.** Regional stormwater capture projects consist of facilities that capture and treat stormwater from offsite. The primary objective of regional projects is often flood attenuation, but many also contain a water quality treatment or infiltration component. Common examples include detention basins, retention basins, and subsurface infiltration galleries. Ideal locations are large public spaces, such as public parks, sports fields, parking lots, and school grounds (SMCWPPP 2017). The San Mateo County Stormwater Resource Plan (SRP) identifies projects which provide regional capture and infiltration/treatment of stormwater and includes conceptual design to support further planning and designs. This list of regional projects has been further refined since the SRP was developed to update the RAA. **For a map of prioritized regional projects, refer to Appendix C.**

4. **Green Streets.** Green streets consist of stormwater capture infrastructure that is implemented in public rights-of-way. Green streets projects include installation of permeable pavement, bioretention areas, and stormwater curb extensions. The SRP identifies and prioritizes opportunities throughout San Mateo County for retrofitting existing streets with GI in public rights-of-way. This prioritization was refined with the RAA, using feedback from the GI TAC. The

green streets were further broken up into high, medium, and low priority categories to represent the projects which have the greatest (high priority) or least (low priority) potential for a cost-effective installation of a GI measure. **For a map of prioritized green streets projects, refer to Appendix C.**

5. **Other GI Projects (to be determined).** Other types of GI projects on publicly owned sites, representing a combination of either additional parcel-based GI or other Regional Projects. The SRP screens and prioritizes public parcels for opportunities for onsite LID and Regional Projects. These opportunities need further investigation to determine those with the greatest potential.

Together, modeled GI opportunities listed above present the "recipe" for attaining the water quality milestones. The contribution from each project category is simulated in the RAA, but the actual contribution will depend upon the opportunities which arise through development, through capital projects, and through regional collaboration between now and 2040. Figure 12 represents how the GI opportunities are sequenced to first take advantage of the projects with the lowest implementation cost before incorporating the use of more costly GI opportunities.

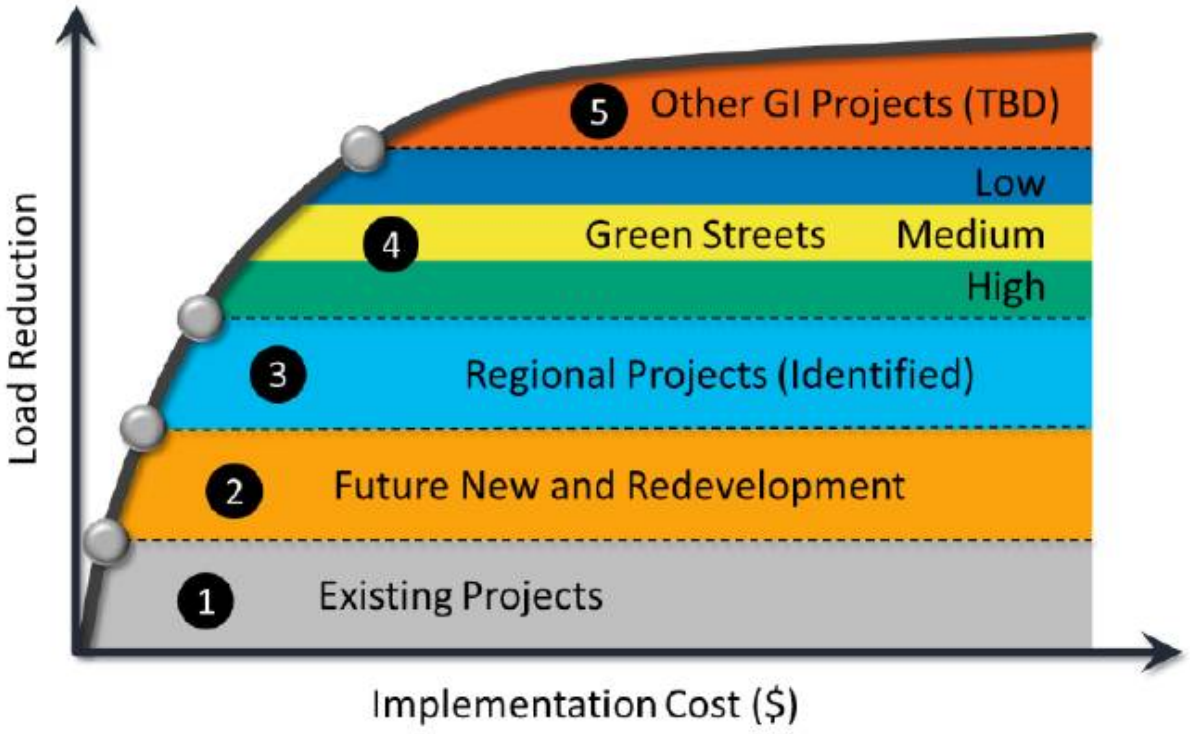


Figure 12. *Example Implementation Recipe Showing General Sequencing of GI Projects.*[13]

[13] Quantitative Relationship Between GI Implementation and PCBs/Mercury Load Reduction. (2018, June). 2017-18 MRP Annual Report. Paradigm Environmental. SMCWPPP

3.4 Town-Specific Water Quality Milestones

3.4.1 Jurisdictional and Countywide Approach

As a result of the RAA, each municipality is provided a range of options to achieve a 17.6% reduction in sediment. The parameters provided include the (1) volume of annual runoff to be managed, (2) area of impervious surface to be managed, and (3) capacity of GI measures to be constructed. The RAA presents a "recipe" for how much GI might be constructed in each area of the Town, but the actual implementation of GI is dependent upon opportunities and funding. For most municipalities, there is a large divide between sediment reduction goals under the jurisdictional vs. countywide models. For the Town of Colma, however, both models produce the exact same sediment reduction goals. For this reason, this section will not compare the two models.

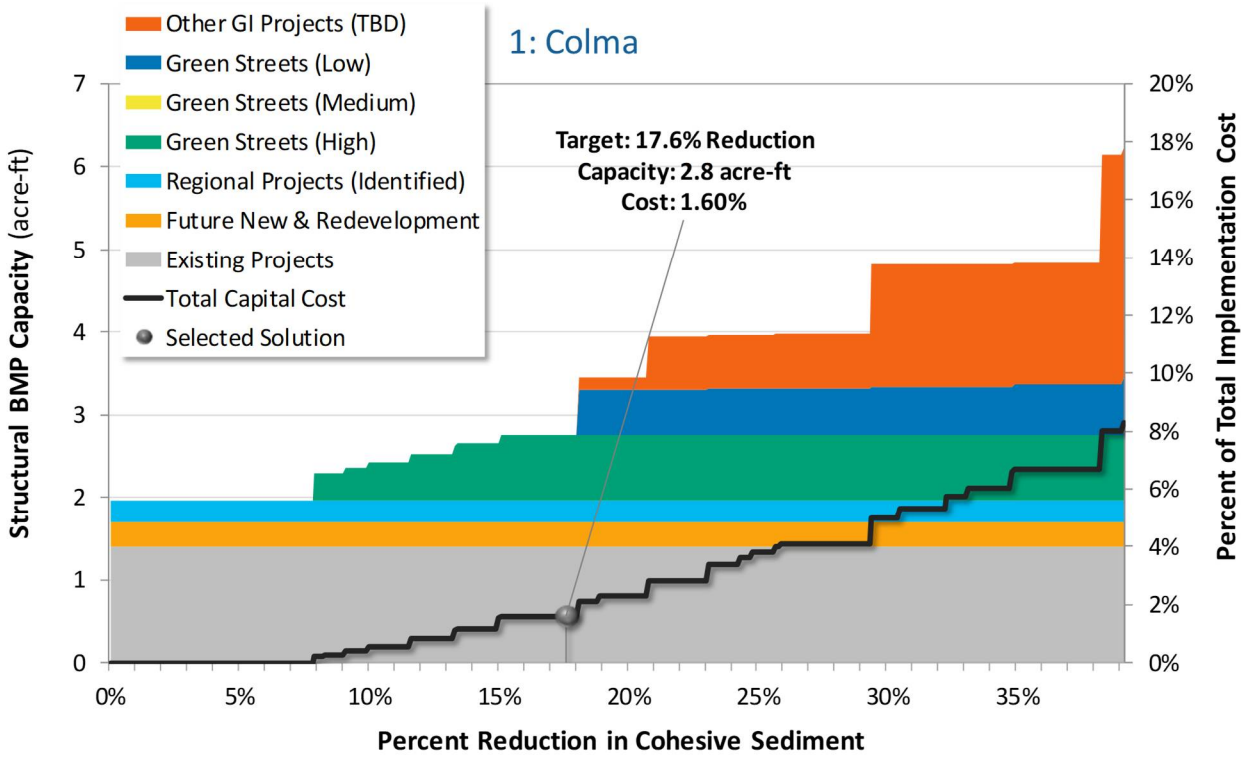


Figure 13. *Optimization summary for Colma, sediment goal (by jurisdiction).*

Figure 13 displays the most cost-effective path for the Town to reach the 17.6% sediment reduction goal. The left Y-axis is paired with the colored bars and displays the structural Best Management Practices (BMP) capacity in acre-feet. Structural BMP capacity is defined as the volume of (a) theoretical Green Infrastructure measure(s) necessary to achieve a target load reduction. The X-axis displays the percent reduction in cohesive sediment. The right Y-axis is paired with the black line and displays the percent of the total countywide implementation cost that would be paid by the Town.

To read the graph, follow the black line until you reach the desired point along the X-axis (in the above graph, this is 17.6% sediment reduction). Imagine a vertical line slicing through the entire graph at this

point. The highest part of this line that touches a colored bar represents the structural BMP capacity required to reach the sediment reduction goal (in the above graph, this is 2.8 acre-feet). These 2.8 acre-feet are achieved via existing projects (about 1.4 acre-feet), future new developments and redevelopments (about 0.3 acre-feet), regional projects (about 0.3 acre-feet), and high-priority green streets (about 0.8 acre-feet). Now return to the selected point along the black line and imagine a horizontal line slicing through the entire graph at this point. Follow this line to the right Y-axis to find the percent of the total countywide cost that would be paid by the Town under the proposed plan (in the above graph, this would be 1.60%).

As the percent reduction in sediment increases, the acre-feet of structural BMP capacity as well as the percent of total implementation cost also increase. The most efficient methods are used first up to their capacity and then less efficient methods follow. For example, in the above graph, high priority green street projects have reached maximum capacity before any low priority green street projects are introduced, and these in turn are at near-capacity before any other GI projects are introduced.

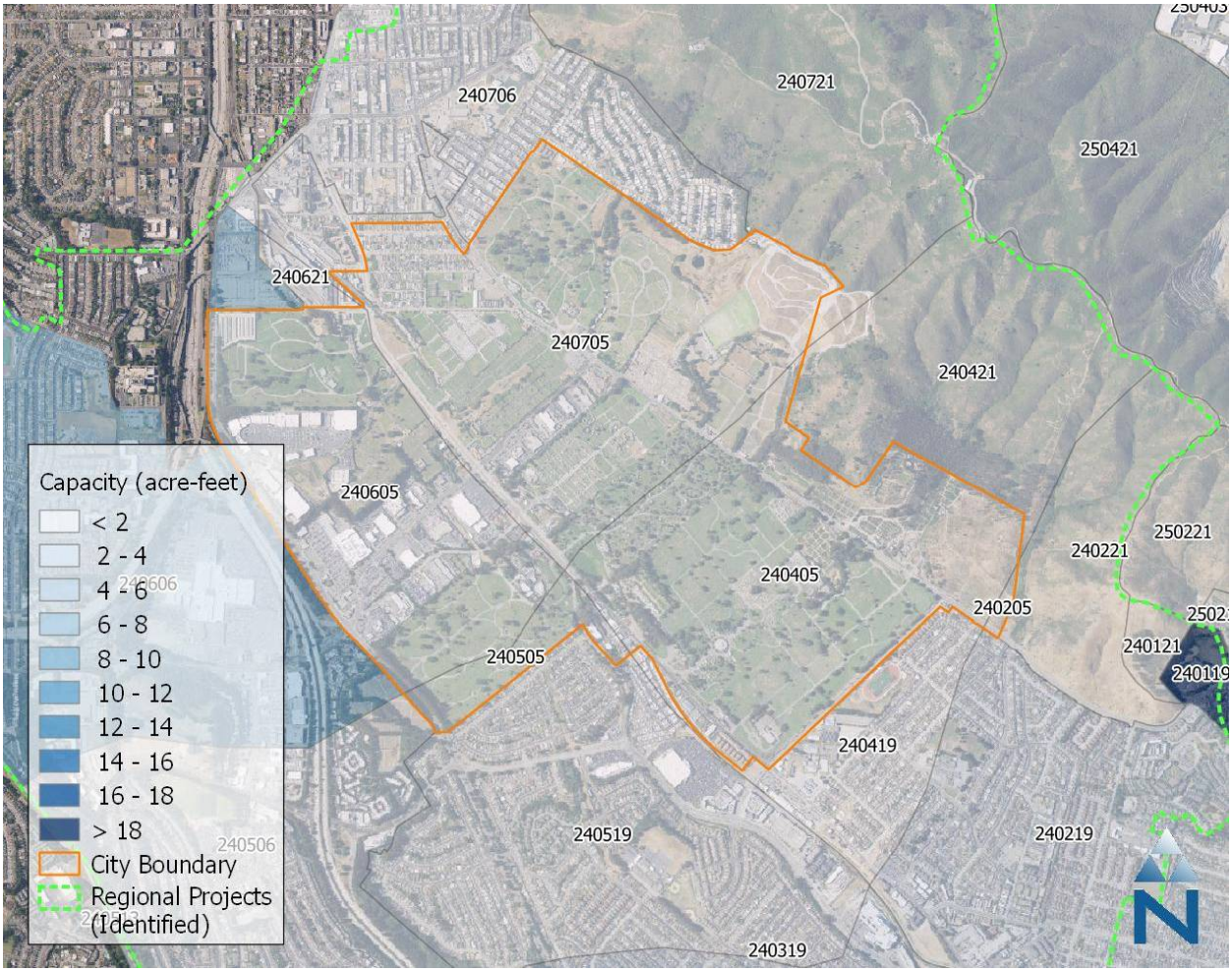


Figure 14. *Colma sediment reduction goal.*

The above map (Figure 14) shows the various subwatersheds located within the Town, along with the planned structural BMP capacity of each area to be utilized within the Town under both jurisdictional and countywide approaches.

Table 4. *Colma Sediment Reduction Goal (With Regional Projects).*

Subwatershed ID	Management Metrics for GI			GI Capacity to Achieve 17.6% Reduction Target (Capacity expressed in units of acre-feet)							
				Existing/Planned			Green Streets				
	% Load Reduction PCBs (Annual)	Annual Volume Managed (acre-ft)	Impervious Area Treated (acres)	Existing Projects	Future New & Redevelopment	Regional Projects (Identified)	High	Medium	Low	Other GI Projects (TBD)	Total BMP Capacity (acre-ft)
240205	38%	0.66	0.04	--	0.00	0.00	--	--	0.00	--	**0.0**
240405	16%	22.76	4.36	0.10	0.09	0.08	0.28	--	--	--	**0.5**
240505	27%	4.37	0.35	0.01	0.01	0.01	--	0.00	--	--	**0.0**
240605	17%	33.26	50.95	0.70	0.09	--	0.12	--	0.54	0.16	**1.6**
240705	19%	55.48	13.27	0.58	0.12	0.16	0.40	--	--	--	**1.3**
Total	**18.1%**	**116.5**	**69.0**	**1.4**	**0.3**	**0.3**	**0.8**	**0.0**	**0.5**	**0.2**	**3.5**

Table 4 shows several points of data for each subwatershed as well as the overall total for the Town. Using this table, one can determine which subwatersheds will contribute the most toward the Town's overall PCB reduction, green street construction, and many other parameters. This table's data apply under both the jurisdictional and countywide approaches.

3.4.2 Management Metrics

The RAA presents a "recipe" for GI implementation using various management metrics. Progress towards GI milestones is tracked using one or more of these management metrics.

- **% Load Reduction PCBs (Annual).** This is the load reduction necessary in each subwatershed to achieve the overall targeted load reduction.
- **Annual Volume Managed (acre-ft).** This is the volume of water that is captured, infiltrated, and/or treated within each subwatershed in order to achieve the overall targeted load reduction, given the theoretical combination of projects modeled by the RAA.
- **Impervious Area Treated (acres).** This is the impervious area that needs to be treated in order to achieve the overall targeted load reduction, given the theoretical combination of projects modeled by the RAA.
- **Total Best Management Practices (BMP) Capacity (acre-ft).** Also known as Total Green Infrastructure Capacity, this represents the theoretical capacity of GI projects modeled. Use of this metric as a focus for stormwater improvement goals for the GI Plan is not recommended, due

to its sensitivity to the dimensions, locations, and upstream drainage area of the combination of GI projects that are installed.

Actual locations, dimensions, and upstream drainage areas of projects constructed will depend upon site-specific constraints, feasibility, and availability of funding. Therefore, the number of projects constructed in various subwatersheds may vary significantly from the RAA results, which may affect their effectiveness. Use of management metrics allows the Town to alter its "recipe" for GI implementation without needing to re-run the RAA model. This enables the Town to adapt to the changing needs and opportunities in its community. **For more information about the Town's adaptive management approach to GI implementation, refer to Section 5.6.**

3.4.3 Green Infrastructure Interim Milestones

The MRP requires reporting of goals for implementation of GI for interim milestones 2020 and 2030, in addition to the final milestone of 2040. Interim milestones for 2020 and 2030 aimed at reaching the 2040 goals were selected in order to assist municipalities with maintaining a sufficient pace throughout the more than 20-year period. In order to estimate the amount of GI to be implemented at these milestones, various assumptions were made in terms of the pace of implementation for various GI project types.

- **Interim Milestone Assumption for Future New & Redevelopment.** An analysis[14] separate from the RAA determined the projected amount of LID associated with new development and redevelopment by 2020, 2030, and 2040. That analysis was completed by Community Design + Architecture, using a C/CAG and MTC demographic dataset. It was found that growth varied significantly between communities and land use types. The data were validated by Town staff.
- **Interim Milestone Assumption for Regional Projects.** In the case of regional projects in the County (such as the Orange Memorial Park project, which will treat a portion of runoff from Colma Creek), assumptions were made as to when the regional projects modeled would be built and operational. Generally, regional projects were assumed to be complete by 2030. Regional projects help to reduce the amount of GI which needs to be installed through other means, such as green streets.
- **Interim Milestone Assumption for Green Streets.** Thirty-three (33) percent of green streets required by 2040 are assumed to be implemented by 2030.

The resulting schedule presented in Figure 15 demonstrates anticipated interim and final milestones for GI implementation in terms of structural capacity. These interim and final GI capacities are subject to adaptive management; however, the 2040 Management Metrics for GI (left side of Table 4, as discussed in Section 3.4.1) set the ultimate goal for GI planning efforts and tracking.

[14] Community Design + Architecture, 2019.

The reason the RAA model calls for an 18.1% reduction rather than a 17.6% reduction is that the model applies potential GI projects in order of efficiency from best to worst, slowly building the sediment reduction until a particular project causes the sediment reduction to move past the 17.6% threshold. The Town is free to utilize adaptive management strategies to, for example, construct less efficient but smaller projects to achieve a reduction closer to the 17.6% minimum.

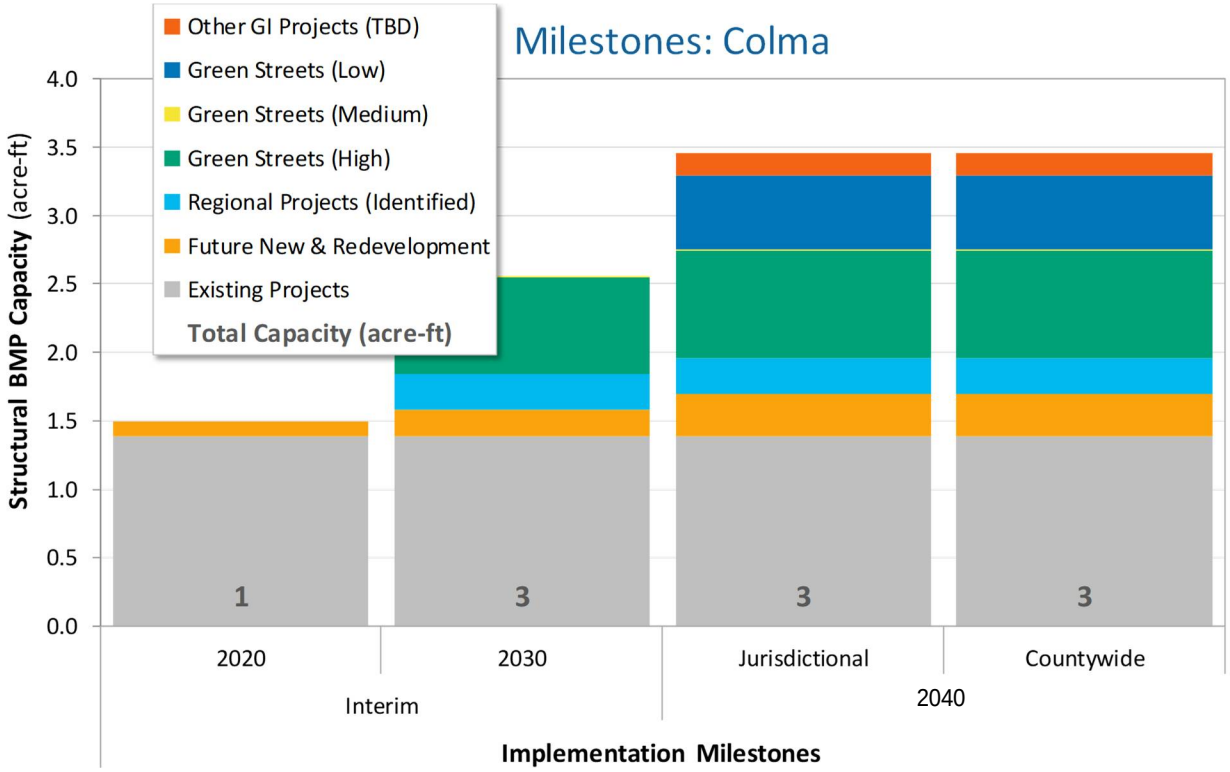


Figure 15. *Summary GI capacity for interim and final implementation milestones.*

Figure 15 displays the Town's projected growth in structural BMP capacity via the 2020 and 2030 interim milestones under the jurisdictional approach as well as the 2040 goals under both the jurisdictional and countywide approaches.

Table 5. *Implementation Milestones: Colma.*

Implementation Metrics		Implementation Milestones: Colma					
		Incremental		Cumulative		Final 2040	
		2020-2030	2030-2040	2020	2030	Jurisdictional	Countywide
Index	% Load Reduction	2.7%	8.7%	6.7%	9.4%	18.1%	18.1%
	Volume Managed (acre-ft/yr.)	16.5	53.6	46.4	62.9	116.5	116.5
	Treated Impervious (acres)	5.7	52.8	10.5	16.2	69.0	69.0
Capacities (acre-ft)	Existing Projects	0.0	0.0	1.4	1.4	1.4	1.4
	Future New & Redevelopment	0.1	0.1	0.1	0.2	0.3	0.3
	Regional Projects (Identified)	--	0.0	--	0.3	0.3	0.3
	Green Streets (High)	--	0.1	--	0.7	0.8	0.8
	Green Streets (Medium)	--	0.0	--	0.0	0.0	0.0
	Green Streets (Low)	--	--	--	--	0.5	0.5
	Other GI Projects (TBD)	--	--	--	--	0.2	0.2
	Total	**0.1**	**0.2**	**1.5**	**2.5**	**3.5**	**3.5**

Table 5 displays both the incremental and cumulative growth recommended from 2020 through 2040 to reach the 2040 goals.

For a visual depiction of the Town's existing GI projects and future GI opportunities, please see the maps in Appendix C.

4.0 PROJECT IDENTIFICATION AND PRIORITIZATION

4.1 Introduction

Provision C.3.j. states that each Permittee shall develop the following:

> *"A mechanism…to prioritize and map areas for potential and planned projects, both public and private, on a drainage-area-specific basis, for implementation over the following time schedules, which are consistent with the timeframes for assessing load reductions specified in Provisions C.11. and C.12 (i) By 2020; (ii) By 2030; and (iii) By 2040.*
>
> *The mechanism shall include criteria for prioritization…and outputs (e.g., maps, project lists) that can be incorporated into the Permittee's long-term planning and capital improvement processes."*

This chapter summarizes the Town's project identification and prioritization process, which consists of the following elements:

1. **Identification and Prioritization of Project Opportunities through the San Mateo County Stormwater Resources Plan (SRP).** In addition to identification of projects in the Capital Improvement Program (CIP), the Town has integrated the prioritization results of the San Mateo County Stormwater Resource Plan (SRP), which was developed by SMCWPPP with participation from the GI TAC and member agencies. The SRP establishes a region-level, watershed-based planning and implementation guide for stormwater and dry weather runoff capture and reuse projects on publicly-owned land and rights-of-way. The SRP produced a list of prioritized project locations eligible for future State implementation grant funds.
2. **Identification and Prioritization of Project Opportunities through the Capital Improvements Program (CIP).** Starting in 2016 with the adoption of the new MRP, the Town prepared a list of projects that have the potential to incorporate GI. This list is updated each year to reflect the project status, additional findings, and new additions to the CIP. The focus of this list is on public projects listed in the CIP rather than private projects, because private projects are typically tracked separately as regulated project opportunities. This chapter formalizes the process developed to promote early implementation of GI projects for the identification and prioritization of project opportunities.
3. **Identification and Prioritization of Project Opportunities on Private Property.** Identification and prioritization of opportunities on private property is not the focus of this chapter, but the Town does intend to collaborate where possible with other agencies and private landowners. At the end of this chapter the Town identified possible partners with whom the Town can collaborate to achieve the water quality goals outside the Town rights-of-way.

4. **Future Identification and Prioritization of Project Opportunities through the San Mateo County Sustainable Streets Master Plan.** Further prioritization of the Town's streets, sidewalks, Town-owned properties, and other land resources will be conducted in the future through the San Mateo County Sustainable Streets Master Plan in 2021.

The Town is intentionally spring-boarding off existing processes in order to (1) maintain consistency with the SRP and BASMAA GI screening process, (2) take advantage of training conducted to familiarize staff with the SRP and screening process, and (3) make the identification and prioritization process simple, so as to spend more time focusing on how to implement GI on projects that have GI potential.

Porous pavement located at Golden Hills Memorial Park.

4.2 Identifying Existing Projects and Future Opportunities

4.2.1 Participation in Developing San Mateo Countywide Stormwater Resource Plan

SMCWPPP developed an SRP, which, in addition to characterizing San Mateo County water resources, established both a quantitative prioritization protocol for GI opportunities and an initial list of prioritized local and regional GI projects. It also served the purpose of allowing municipalities access to funding for

stormwater and dry weather runoff capture projects. Senate Bill 985, which went into effect on January 1, 2015, requires the development of an SRP as a condition of receiving voter-approved bond funds for stormwater and dry weather runoff capture projects. The final draft of the San Mateo County SRP was approved under Resolution 17-04 by the C/CAG Board of Directors on February 9, 2017.

The SRP is intended to be a living document and will be periodically revised, once every five (5) years, to update the project implementation plan and reflect lessons learned through wide-scale integration of LID, green streets, and regional stormwater capture projects.

The Town contributed proposed projects to the SRP during the development of the SRP and may consider opportunities to pursue grant funding for those projects identified as part of the GI Plan Implementation Process.

4.2.2 Identification and Screening of Project Opportunities through the Capital Improvement Program

The Town's primary means of identifying and screening project opportunities is the Capital Improvement Program (CIP). Projects that are listed in the CIP are likely to be constructed and operated, as they address specific Town needs and provide benefits consistent with Town goals, policies, and priorities. Projects are typically added to the CIP based, in part, on needs assessments performed in association with the development of master plans, such as a Parks Master Plan or Storm Drain Master Plan. With the development of this GI Plan, the Town is both formalizing and documenting its procedure for screening CIP for GI potential as well as reinforcing the link between GI and the Town's various local planning documents and master plans.

As required by the MRP, the Town will continue to prepare and maintain a list of projects with potential for inclusion of GI measures that are planned for implementation during the permit term. The Town also plans to annually update the map of the Town's existing and potential GI projects in Appendix C to reflect current progress towards the GI plan implementation as well as future project opportunities.

Figure 16 summarizes the key factors that are taken into consideration when integrating GI into the CIP.

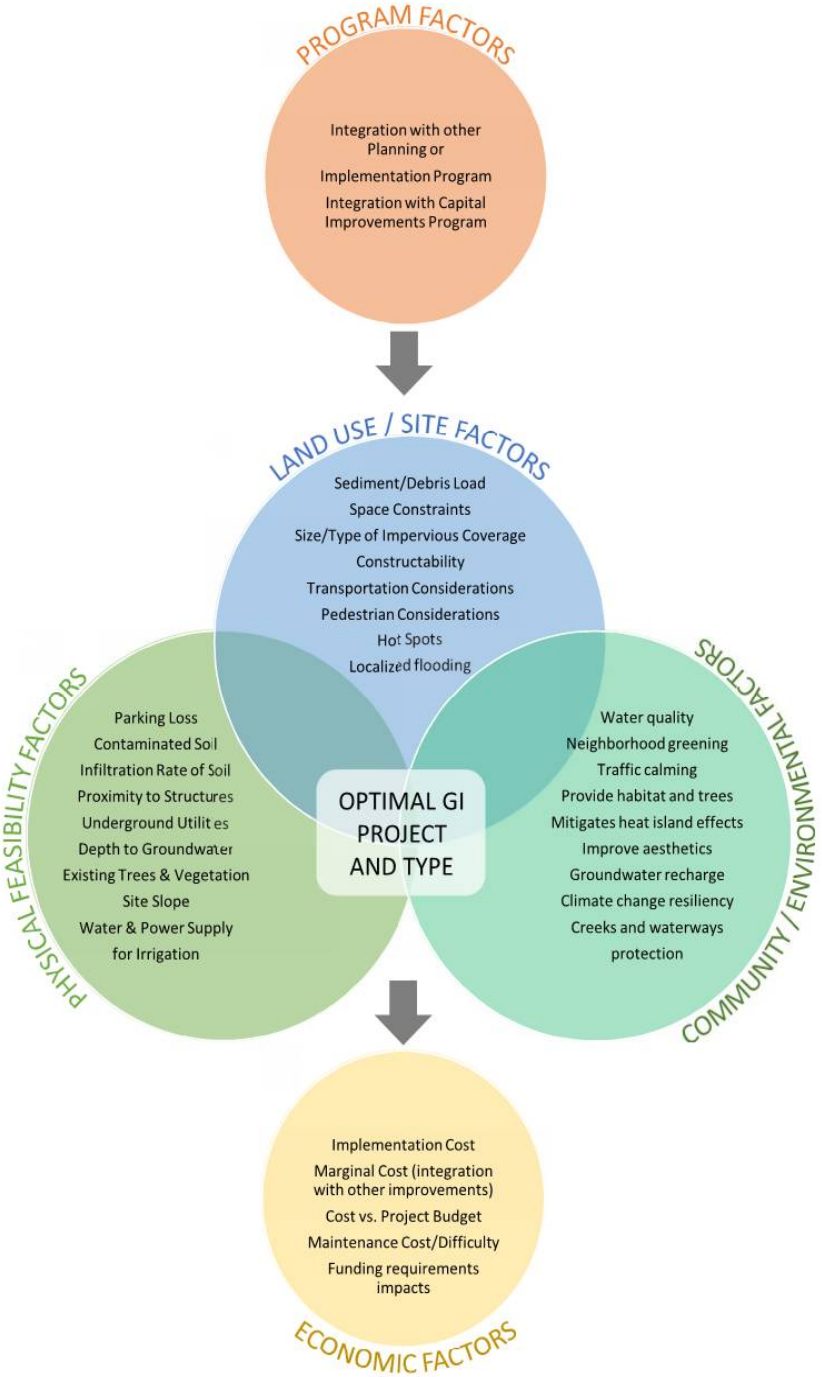


Figure 16. *Factors Impacting Selection of Optimal GI Projects.*[15]

[15] Green Infrastructure Implementation. Adapted from Figure 10.1, Decision process for selection of GI Types. Water Environment Federation, 2014.

The Town screens its CIP Program using an adjusted version of the BASMAA Screening Process (BASMAA, 2016). This process consists of three parts:

- **Part 1 – Initial Screening.** Projects move on to the Part 2 Screening process unless they are one of the following categories: No Potential, Too Late to Change, Too Early to Assess, or Maintenance / Minor Construction. Projects without GI potential are removed from the Town's tracking list.
- **Part 2 – Assessment of GI Potential.** Projects are assessed for their ease of integration of GI according to project types. C.3 Regulated project status is assessed. Projects without GI potential are removed from the Town's tracking list, and the reasons for infeasibility of incorporating GI are documented.
- **Part 3 – Preliminary Design.** Information is collected, preliminary GI sizing takes place, barriers and conflicts are assessed, budget and schedule considerations are noted, and the results of the GI assessment are documented. Projects without GI potential are removed from the Town's tracking list, and the reasons for infeasibility of incorporating GI are documented.

This screening process is provided in Appendix B.

4.2.3 Identification of Opportunities on Private Property

The GI Plan focuses on public rights-of-way as well as identification and screening of projects that are within the jurisdiction and control of the Town. However, GI can be implemented on private properties which are under development through the project entitlement process. For more detail about how the Town enforces GI on private properties, refer to Section 10.2, "Private Development Program and Policies".

4.3 Determining GI Priorities

4.3.1 Countywide GI Project Screening

The SRP includes an evaluation of project benefits addressing several key metrics: Water Quality, Water Supply, Flood Management, Environmental, and Community benefits. Based on these metrics, watershed characteristics and processes (including land use, impervious cover, hydrologic soil group, percent slope, rainfall, and pollutant wasteload), the SRP identifies and prioritizes projects to address water quality impairment, reduce flooding, and provide more natural groundwater recharge[16].

Three basic categories of project opportunities have been screened (for more information about these project opportunities, refer to Section 3.3.2, Modeled GI Opportunities):

[16] *Stormwater Resource Plan for San Mateo County*. (2017, February). San Mateo Countywide Water Pollution Prevention Program. City/County Association of Governments of San Mateo County. Prepared by Paradigm Environmental and Larry Walker Associates, Inc.

- **Future New and Redevelopment**
- **Regional Projects**
- **Green Streets**

Table 6 summarizes the screening methodology for parcels and rights-of-way.

Table 6. *SRP Parcel and Right-of-Way Project Screening Methodology.*

Screening Factor	Characteristic	Criteria	Reason
PARCEL			
Public Parcels	Ownership	City, County, or Town	Identify all public parcels for regional storm and dry weather runoff capture projects or onsite LID retrofits
	Land Use	Park, School, Other (e.g., Golf Course)	
Suitability	Parcel Size	>0.25 acres	Adequate space for regional stormwater and dry weather runoff capture project
		<0.25 acres	Opportunity for onsite Green Infrastructure retrofit
	Average Parcel Slope	<10%	Steeper grades present additional design challenges
RIGHT-OF-WAY			
Selection	Functional Class	S1200 S1400 S1730 S1780	Town street, arterial Local neighborhood road, rural road Alley Parking lot roads
Suitability	Ownership	Public	Potential projects are focused on public and right-of-way opportunities
	Road Slope	<5%	Steep grades present additional design challenges; reduce capture opportunity due to increased runoff velocity

4.3.2 Countywide GI Project Prioritization

After the identification of feasible project locations, screened parcels and rights-of-way were prioritized to aid in the selection of potential project locations that would be most effective and provide the greatest number of benefits.

This was a two-step ranking process:

1. First, all potential project locations were ranked on the basis of which sites offer the greatest opportunity for stormwater capture and other multiple benefits. Opportunities to combine stormwater capture projects with the CIP can be considered now, and in the future.
2. The highest-ranked opportunities were further analyzed to provide a detailed quantification of project benefits and develop preliminary conceptual designs and project costs. Though this analysis was focused on a select number of opportunities, the concepts developed can be used on a wide variety of similar projects.

Specifically, projects were prioritized using the following categories, through a quantitative scoring system:

- **Physical Characteristics.** For parcels, physical conditions include land use or, for green streets, street type (for green streets). Physical characteristics also include impervious area, parcel size,

hydrologic soil group, and/or slope. Prioritization based on these factors varies slightly depending on whether the project was a regional project, green street, or LID retrofit. In general, the highest prioritization is given to sites that consisted of high imperviousness, have the potential to infiltrate, and have mild slopes.

- **Flood-Prone Streams.** Projects placed within the subwatersheds of flood-prone streams and areas subject to flooding can help to mitigate flood risks and reduce flood and hydromodification impacts by limiting the volume of runoff that reaches the impacted streams. Therefore, high priority was given to sites closest to the flood-prone streams.
- **PCB Interest Areas.** PCBs are one of the primary pollutants of concern within the Bay Area; therefore, siting stormwater capture projects in PCB interest areas can potentially address water quality issues.
- **Co-Located Planned Projects.** Consideration of other potential or planned Town projects opens opportunities for cost-sharing and maximizes multiple benefits achieved by a single project. Higher priority scores were given to project opportunities that may be implemented in parallel with new development and redevelopment projects or other municipal CIP projects.
- **Drains to TMDL Waters.** Projects that are located in watersheds that drain to Bay TMDL waters were given higher scores. Stormwater capture in these areas will aid in the removal of pollutants from runoff downstream.
- **Multiple Benefits.** While the reduction of pollutant loads is one of the primary objectives of green stormwater infrastructure, several other benefits can be achieved to improve cost effectiveness and increase buy-in. Potential benefits of GI are listed in Section 1.1.4.

Through the Town staff's and SMCWPPP's input, the prioritization criteria were weighted to arrive at the final project prioritization methodology. The process resulted in assigned prioritization scores for each identified GI opportunity within each of the three project categories (green streets, LID retrofits, and regional projects). These scores could later be further filtered or sorted to support ongoing prioritization of projects within the Town of Colma. The criteria and weighting are summarized for each project type in Table 7.

Table 7. *SRP Parcel and Right-of-Way Project Prioritization Methodology.*

Metric	Points						Weight Factor
	0	1	2	3	4	5	
REGIONAL PROJECTS							
Parcel Land Use			Schools/Golf Courses	Public Buildings	Parking Lot	Park / Open Space	
Parcel Size (acres)	0.25 ≤ X < 0.5	0.5 ≤ X < 1	1 ≤ X < 2	2 ≤ X < 3	3 ≤ X < 4	4 ≤ X	
Slope (%)	5 < X ≤ 10	4 < X ≤ 5	3 < X ≤ 4	2 < X ≤ 3	1 < X ≤ 2	0 < X ≤ 1	
LID RETROFIT PROJECTS							
Parcel Land Use			Schools/Golf Courses	Park / Open Space	Parking Lot	Public Buildings	
Slope (%)	5 < X ≤ 10	4 < X ≤ 5	3 < X ≤ 4	2 < X ≤ 3	1 < X ≤ 2	0 < X ≤ 1	
GREEN STREET PROJECTS							
Parcel Land Use	Highway		Arterial	Collector	Alley	Local	
"Safe Routes to School" program	No					Yes	2
Slope (%)		4 < X ≤ 5	3 < X ≤ 4	2 < X ≤ 3	1 < X ≤ 2	0 < X ≤ 1	
ALL PROJECTS							
Impervious Area (%)	X < 40	40 ≤ X < 50	50 ≤ X < 60	60 ≤ X < 70	70 ≤ X < 80	80 ≤ X < 100	
Hydrologic Soil Group		D	Unknown	C	B	A	
Proximity to Flood-prone Channels (miles)	Not in sub-basin	3 < X		1 < X ≤ 3		X ≤ 1	2
Contains PCB Risk Areas	None			Moderate		High	2
Currently planned by Town or co-located with other Town project	No					Yes	2
Drains to TMDL water	No					Yes	
Above groundwater basin	No		Yes				
Augments Water Supply	No	Yes					
Water Quality Source Control	No	Yes					
Reestablishes Natural Hydrology	No	Yes					
Creates or Enhances Habitat	No	Yes					
Community Enhancement	No	Yes					

The results of the SRP project prioritization are provided in a webviewer created by C/CAG: http://54.183.214.51/maps/SMC_project_prioritization. Prioritization maps for the Town of Colma are provided in Appendix C.

4.4 Potential Collaborations with Outside Agencies

The Town may seek collaboration opportunities with outside agencies which fall within the Town's limits but are in non-jurisdictional areas (areas not subject to the MRP under the Town's MS4 permit), including San Mateo County, Caltrans, Bay Area Rapid Transit (BART), and SamTrans.

5.0 PROJECT TRACKING

5.1 Introduction

Provision C.3.j of the MRP states that each Permittee shall develop the following:

> *"A process for tracking and mapping completed projects, public and private, and making the information publicly available."*

Tracking and mapping both existing and potential GI projects facilitates the implementation of a Green Infrastructure (GI) program in several ways:

1. Keeps the community engaged by providing an ongoing list of existing and potential GI projects.
2. Facilitates management of and associated inspections for a GI Operations and Maintenance Program.
3. Keeps the focus on potential GI projects in the Town, to encourage a continued effort to transition the Town from "gray" to "green", and ensure these projects continue to make progress.
4. Allows the Town to ascertain the treatment area for potential GI projects and continue to refine this area as projects develop.
5. Enables tracking of projects in different areas of the Town, which may have different land uses and priorities.
6. Helps measures progress towards water quality objectives.

5.2 Town Internal Project Tracking System

As part of the development of the GI Plan, the Town mapped all existing and potential areas treated by GI in a Geographic Information System (GIS), which is a graphical framework for gathering, analyzing, managing, and representing data. In addition, projects are tracked on an internal Excel spreadsheet, which includes additional data, such as the type of treatment measures installed. The Excel spreadsheet is updated on a continuous basis and is also used to manage the Town's GI Operations and Maintenance program.

The Town will aim to update the GIS exhibit which maps existing and potential areas treated by GI (**refer to the last exhibit of Appendix C**) on an annual basis and prior to preparation of the Annual Report to reflect the following:

1. Projects which moved from "potential" to "existing" (i.e., were constructed).
2. Development projects that come in for planning review (either entitled or in pre-application status if the project is likely to be submitted as a formal application).
3. CIP Projects which are newly identified as having GI potential.

The Town's internal tracking system is intended to be used until the Countywide Project Tracking System becomes available. At that time (estimated 2021), the Town may consider reassessing the need for an additional internal project tracking tool. So as not to duplicate efforts, the Town may consider the following options:

- Retire the internal project tracking system and use the Countywide tool instead. This will save on upfront costs and could even save on future costs if the Town has a small number of GI projects.
- Should the Town determine that, in addition to the Countywide tool, a more robust internal tracking tool with greater functionality is needed, transition the Excel spreadsheet and GIS layer into a stormwater compliance database, which would require significant upfront expense but could save future costs if the Town has enough existing GI projects. This would allow Town staff to complete the following:
    - Complete inspection reports electronically.
    - Match the inspection data more quickly to the project list.
    - Facilitate the exporting of data.

Bioretention area located at Town Hall.

5.3 Town Public-Facing Project Tracking System

As part of the development of the GI Plan, the Town created a GI Map using the ArcGIS Online story map tool. This map features selected existing and potential GI projects within the Town. This story map is an interactive, publicly-accessible web map that can be accessed from the Town website at https://www.colma.ca.gov/green-infrastructure/. This allows the public to see locations, descriptions, and photos of existing GI throughout the Town (for screenshots, see Figure 17).

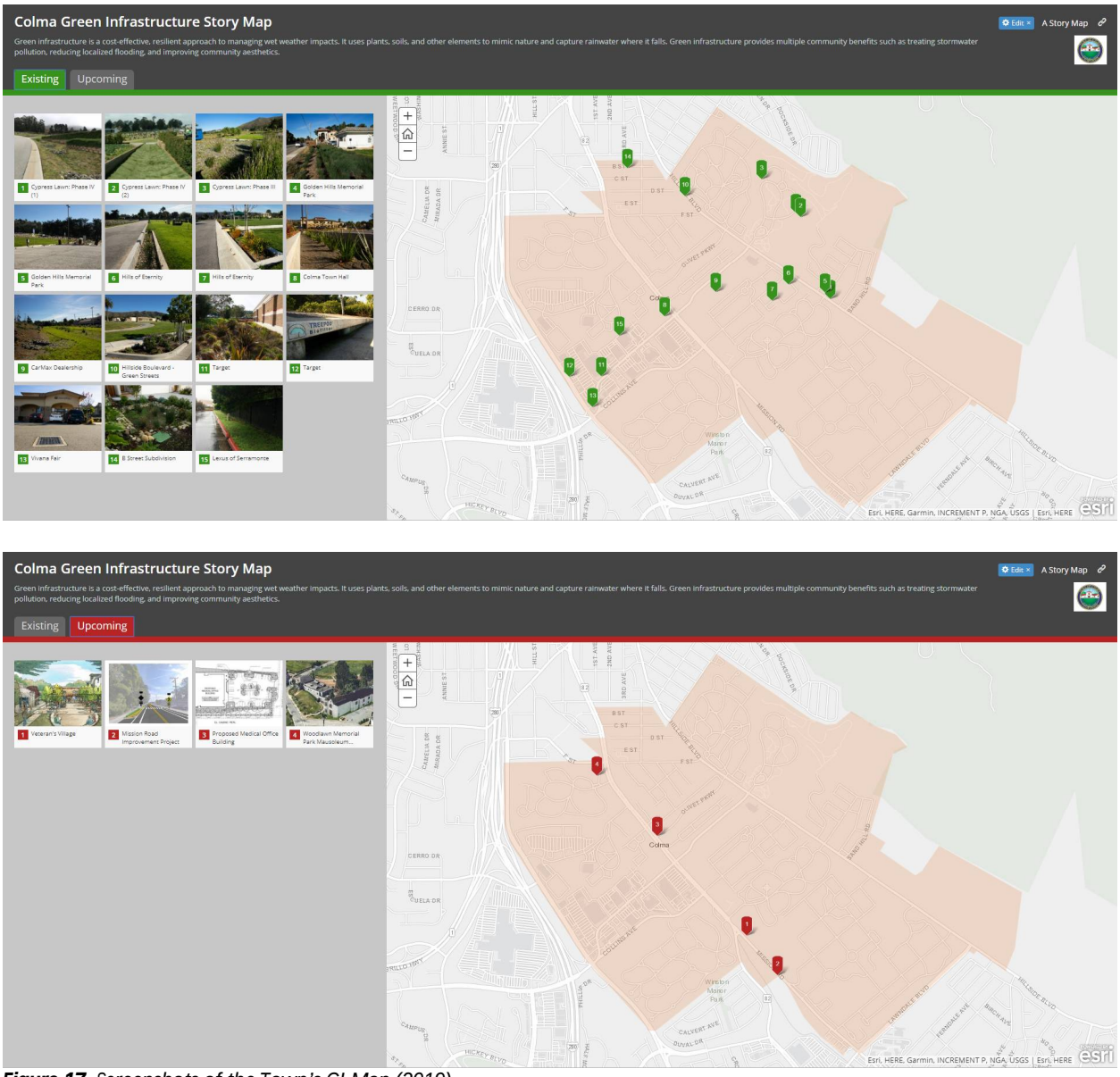


Figure 17. *Screenshots of the Town's GI Map (2019).*

5.4 O&M Tracking Systems and Procedures

Proper maintenance is essential to maximizing the environmental, social, and economic benefits of GI, as well as ensuring that projects perform as expected. Written plans and procedures ensure proper long-term maintenance and are critical components to the success of any GI measures.

The Town's goal is to ensure that public, private, Regulated, and Non-Regulated GI measures are maintained sufficiently to perform as designed by implementing the Town's Enforcement Response Plan (ERP) and Standard Operating Procedures (SOPs), and by drawing from SMCWPPP resources, such as Chapter 6, Guidelines and Specifications.

5.4.1 O&M Tracking of Provision C.3.h. ("Regulated") Sites

The MRP requires, under Provision C.3.h, that GI installed as part of Regulated projects as well as permeable pavement installations in excess of 3,000 square feet be inspected upon project completion and at least once every five (5) years. Inspection and enforcement procedures are described in the Town's Stormwater NPDES Enforcement Response Plan (ERP).

The Town maintains an electronic database of sites as required by Provision C.3.h, which includes project data, the contact information of the site representative, the site Operations and Maintenance (O&M) Agreement and Plan, past inspection records, and records of any enforcement actions.

5.4.2 O&M Tracking of Non-Regulated Sites

The Town will continue to design, construct, and maintain GI on public properties and rights-of-way. Non-Regulated Project installations of GI are tracked as feasible in the same manner as Regulated projects, except that small measures, such as those installed on single-family homes, will not necessarily be tracked for the purposes of the GI Milestones. The Town may later opt to track these small projects.

5.5 Countywide Project Tracking Tool

The City/County Association of Governments of San Mateo County (C/CAG) received a Caltrans Adaptation Planning Grant, which is being used to partially fund the Sustainable Streets Master Plan (SSMP). The SSMP and associated deliverables will support C/CAG's member agencies in advancing sustainable stormwater management and creating more resilient transportation networks in San Mateo County in the face of a changing climate.[17]

[17] Request for Proposals for Technical Support to the City/County Association of Governments of San Mateo County to Develop the San Mateo Countywide Sustainable Streets Master Plan. (2018, August 30).

The SSMP will include the following elements:

- **Community Engagement.** Input will be solicited from local agency staff, community stakeholders, and the public to provide a participatory forum for sharing progress and soliciting input on the Master Plan.
- **Climate Adaptation Risk Analysis on Local Transportation Network.** Climate change-related precipitation impacts and stormwater capture benefits will be quantified.
- **High Resolution Data Analysis and Fine-Scale Drainage Delineation.** Data will be collected from member agencies, and then a high-resolution drainage system delineation will be prepared. Sustainable streets opportunities within the public right-of-way will be identified at a street-level scale.
- **Prioritization of Sustainable Streets Opportunities.** The SSMP will build on the existing green street prioritization system that C/CAG developed as part of the SRP by integrating priorities associated with protecting the multi-modal transportation network, pavement maintenance, and bicycle/pedestrian planning. The prioritization will also be subject to a rigorous stakeholder involvement process.
- **Project Concepts.** Up to ten (10) priority pilot projects will be identified and detailed which demonstrate the integration of bicycle and pedestrian improvements with sustainable streets practices.
- **Web-based Sustainable Streets Project Implementation Mapping and Tracking Tool.** An online tracking tool will be developed which can be used by member agencies to track GI implementation. It will include dashboards to show the public and interested stakeholders progress over time toward building adaptation to precipitation-based climate change impacts as well as water quality improvement. This tool will be publicly available and will allow users to see locations of implemented projects, project benefits, and progress toward long-term goals.

5.6 Adaptive Management

This GI Plan is intended to act as a "living" document, allowing it to shift and adapt to the changing needs of the Town. Using an adaptive management process, the Town will continue to verify feasible opportunities for GI projects to meet the final load reduction goals for 2040. The process will include the tracking of management metrics as discussed in Chapter 3, and continued re-evaluation of GI project opportunities. Aspects of the GI program are outside of the Town's control—namely, that the development climate is uncertain, and projects that are anticipated to be constructed through future new and redevelopment may not actually come to fruition. Forecasts for development may be higher or lower than what is achieved by the 2040 milestone. If less development occurs over time, more green streets or regional projects on public land may be needed to provide equivalent volume management. Similarly,

there are uncertainties in the implementation of public GI—opportunities and funding for GI are likely to change between now and 2040.

There is also a possibility that the screening and prioritization procedure used to develop the SRP is not as restrictive as it needs to be, meaning that there may be many streets identified as having GI potential where incorporation of GI is not actually feasible. Under such a scenario, additional GI measures may be required to be installed in fewer areas. Alternatively, there may be opportunities not identified through the SRP, but through the CIP, which could result in GI implementation.

By taking an adaptive management approach to GI, the Town can establish a process that is both driven by the goals set forth in the RAA, but that is also flexible, iterative, and allows for continuous improvement. GI is goal-driven, and its effectiveness is measured at a watershed scale. Figure 18 represents the adaptive management process.

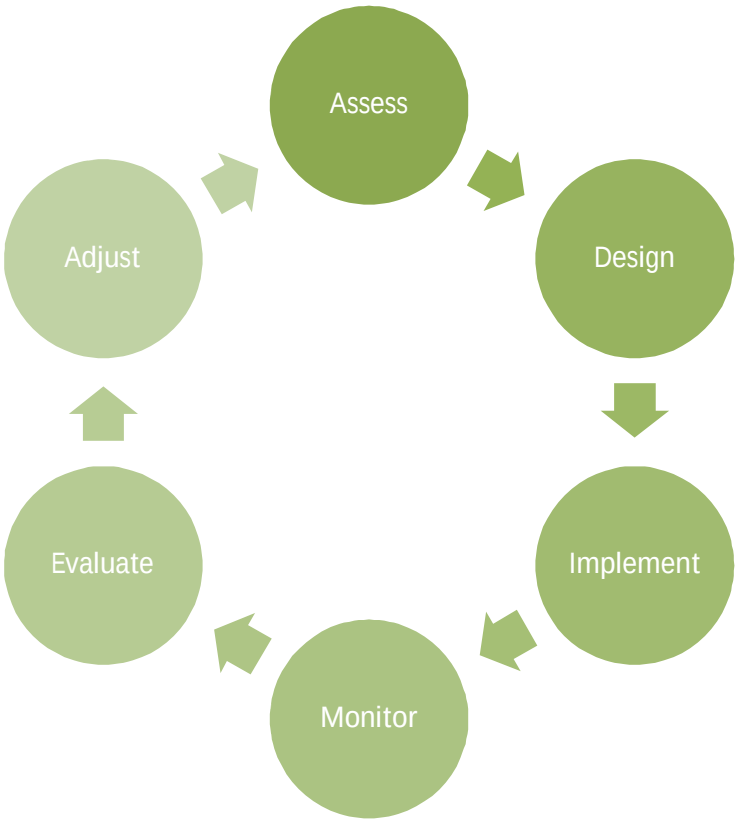


Figure 18. *Adaptive Management Process.*[18]

[18] Green Infrastructure Implementation. (2014). Water Environment Federation. Page 220.

6.0 GUIDELINES AND SPECIFICATIONS

6.1 Introduction

The MRP states that the adopted Green Infrastructure (GI) Plan shall contain the following elements:

> *Provision C.3.j.i.(2)(e): "General guidelines for overall streetscape, and project design and construction so that projects have a unified, complete design that implements the range of functions associated with the projects…. The guidelines should call for the Permittee to coordinate, for example, street improvement projects so that related improvements are constructed simultaneously to minimize conflicts that may impact green infrastructure."*
>
> *Provision C.3.j.i.(2)(f): "Standard specifications and, as appropriate, typical design details and related information necessary for the Permittee to incorporate green infrastructure into projects in its jurisdiction."*
>
> *Provision C.3.j.i.(2)(g): "Requirement(s) that the projects be designed to meet the treatment and hydromodification management sizing requirements in Provisions C.3.c. and C.3.d. For street projects not subject to Provision C.3.b.ii (i.e., non-Regulated Projects) Permittees may collectively propose a single approach with their Green Infrastructure Plans for how to proceed should project constraints preclude fully meeting the C.3.d. sizing requirements. The single approach can include different options to address specific issues or scenarios. That is, the approach shall identify different constraints that would preclude meeting the sizing requirements and the design approach(es) to take in that situation. The approach should also consider whether a broad effort to incorporate hydromodification controls into green infrastructure, even where not otherwise required, could significantly improve creek health and whether such implementation may be appropriate, plus all other information as appropriate (e.g., how to account for load reduction for the PCBs or mercury TMDLs)."*

The Town has met these requirements through (1) development through the GI TAC and adoption of Countywide GI Guidelines and Standards, which include typical design details and sample specifications; (2) clarification of sizing of Non-Regulated GI projects; and (3) development through the GI TAC and adoption of BASMAA alternative sizing criteria for Non-Regulated green street projects.

6.2 Countywide GI Guidelines and Standards

6.2.1 San Mateo County GreenSuite

The Town participated in the GI Technical Advisory Committee (GI TAC)'s development of the "GreenSuite". The GreenSuite is a combination of an updated version of the SMCWPPP C.3 Stormwater Technical Guidance Manual *(C.3 Regulated Projects Guide)* and the newly developed GI Design Guide (*Design Guide*). The key content and organization of these guides is summarized in Figure 19.

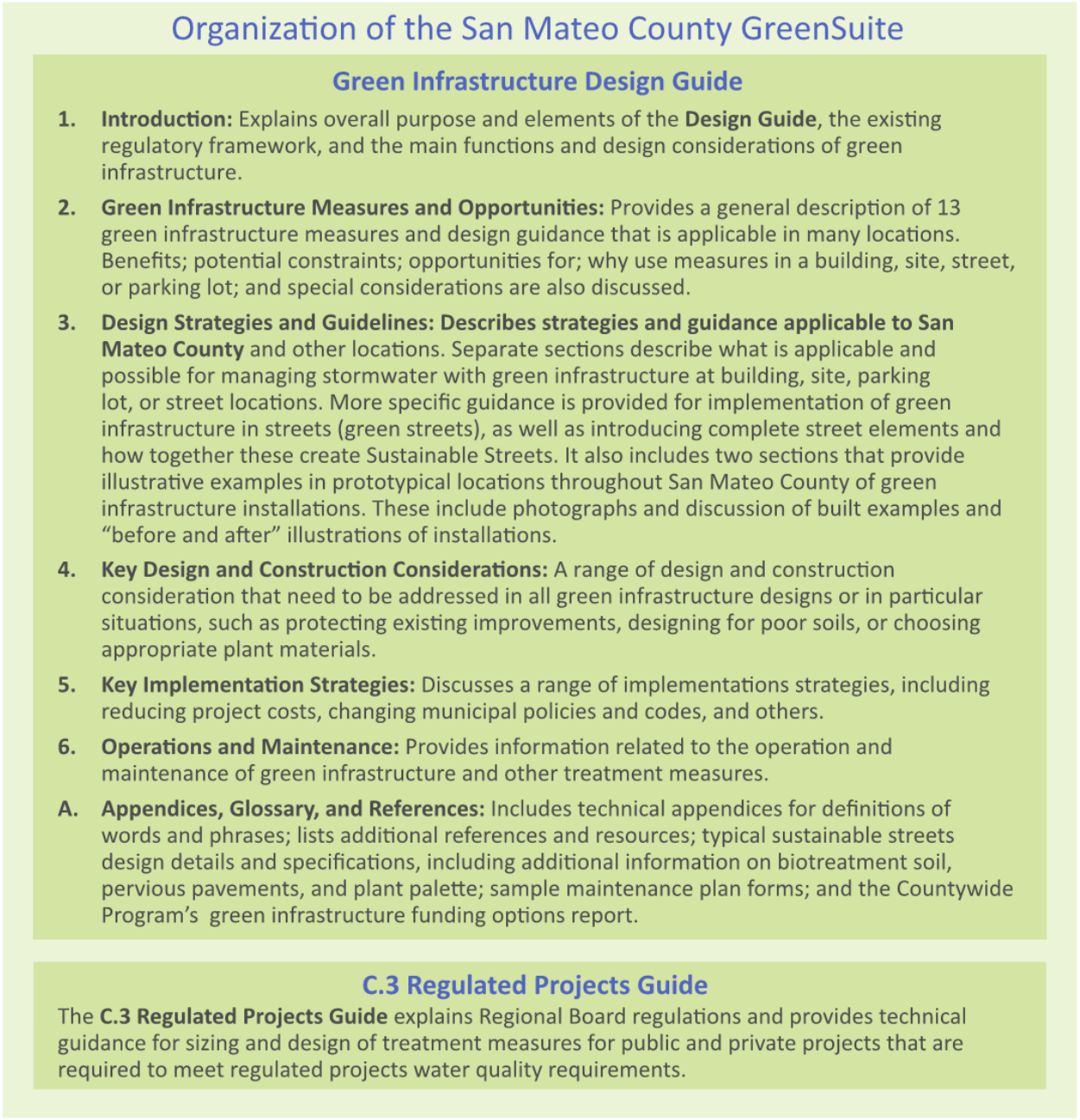


Figure 19. *Key Content and Organization of the San Mateo County GreenSuite.* [19]

Together, these documents allow designers, Town staff, and developers to implement a range of GI measures and strategies. They also include model procedures for coordinated and consistent plan review of private projects, scoping and design for public projects, as well as recommendations for ongoing operations and maintenance.

[19] San Mateo County Green Infrastructure Design Guide. (2019b). SMCWPPP. https://www.flowstobay.org/gidesignguide.

In order to design GI facilities, designers would likely use a combination of both the *C.3 Regulated Projects Guide* and the *Design Guide.* Regulated projects must adhere to the specific requirements of the MRP, but Non-Regulated projects may also benefit from the sizing guidance provided in the *C.3 Regulated Projects Guide*. Designers will find more GI options in the *Design Guide* for Non-Regulated projects, because the *C.3 Regulated Projects Guide* does not cover certain measures like green gutters, green walls, stormwater trees, and vegetated swales. If a designer finds that landscape-based measures are not feasible on a project, they might consider mechanical treatment devices, such as media filters or high-flow rate tree wells, which are described in the *C.3 Regulated Projects Guide.* Having both guides allows for flexibility in GI design and implementation on Non-Regulated projects without repeating information already provided for Regulated projects, while keeping the requirements for Regulated projects clear and separate.

Treepod biofilter located at Target in Serramonte Shopping Center.

6.2.2 Green Infrastructure Design Guide

SMCWPPP, with input and feedback from its member agencies, including the Town of Colma, developed a countywide Green Infrastructure Design Guide (*Design Guide*) and its appendices to provide comprehensive guidance on the planning, design, construction, and operations and maintenance of GI for buildings, parking lots, sites, and streets. The *Design Guide* addresses the requirements of the MRP, fulfilling Section C.3.j.i.(2)(e) requiring design and construction guidelines for streets and projects and C.3.j.i.(2)(f) for developing typical design details and specifications for different street and project types.

The *Design Guide* also addresses the part of C.3.j.i.(2)(g) related to a regional approach for alternative hydraulic sizing for Non-Regulated constrained street projects.

The *Design Guide* includes a range of information related to GI, such as provision of policies and definitions; identification of different types of treatment and site design measures; summation of various benefits including a range of community benefits provided beyond stormwater management; presentation of "before" and "after" images of integrating GI into projects; introduction of complete streets concepts and design; discussion regarding BASMAA's regional approach for alternative sizing for Non-Regulated constrained green street projects; design and implementation considerations; operations and maintenance; and provision of typical construction details and specifications. The *Design Guide* explains how these concepts, considerations, and guidance can be used to effectively integrate GI into new and redevelopment projects, whether C.3 Regulated or not.

General guidelines for overall streetscape and project design, construction, and maintenance have been developed so that projects have unified, thoughtful designs and implement the full range of GI capabilities possible. The MRP emphasizes the need for guidance related to green streets functions, and the *Design Guide* includes implementation guidance specifically for stormwater management and treatment within streets. The guidance supports safe and effective multimodal travel with a focus on the comfort of people walking and cycling; shared use as public space and an attractive and functional public realm; use of appropriate measures for different street and land use contexts and types; and the achievement of urban forestry goals and benefits. The Design Guide describes practices for incorporating GI following the principle of "no missed opportunities" as specified in the MRP, Provision C.3.j, and for directing the efficient and effective coordination, review, and implementation of GI in public and private projects.

The Appendices of the *Design Guide* include typical design details and specifications for the design and construction of GI applicable to a variety of applications whether street or site-based projects. These details, as well as those provided in the *C.3 Regulated Projects Guide*, can be adapted for use on local GI projects.

6.2.3 Adoption of Countywide Green Infrastructure Guidelines

The Town of Colma will use the *Design Guide*, *C.3 Regulated Projects Guide,* and future amended versions to provide support and guidance in implementing GI within the Town. As more GI projects are implemented in Colma, portions of the Design Guide may be superseded by Colma-specific updates or modifications based upon lessons learned and other factors experienced in or determined by the Town.

The *Design Guide* can be found at SMCWPPP's website at https://www.flowstobay.org/gidesignguide.

C.3 Regulated Projects Guide (formerly known as the *C.3 Technical Guidance)* can be found on the SMCWPPP "Flows to Bay" website at https://www.flowstobay.org/newdevelopment.

For any projects which are identified as having GI potential, a feasibility review is undertaken to determine what GI options are best suited to that project, given its goals, funding source, budget, and constraints.

As the project is further developed into concepts and then improvement plans by both Town staff and qualified consultants, the plans, specifications, details, and project constraints is reviewed by Town engineering staff with respect to compliance with both the Countywide GreenSuite and Town standards. Conflicts, if they arise, are resolved through development of site-specific specifications and details.

6.3 GI Measure Sizing Approaches

6.3.1 Standard "C.3.d" Sizing

MRP Provision C.3 Regulated Projects will continue to be subject to the treatment and hydromodification sizing requirements of Provision C.3.c and C.3.d. The definition of a "Regulated" project and details of various treatment sizing options are described in the MRP and the SMCWPPP C.3 Stormwater Technical Guidance Manual.

The MRP also requires that GI projects be "designed to meet the treatment and hydromodification sizing requirements in Provisions C.3.c and C.3.d" (Provision C.3.j.i.(2)(g)). This means that for most projects, there is no difference in the sizing requirements between a Regulated and Non-Regulated Project. As a goal, the Town will aim to meet the requirements of Provision C.3.d. when sizing GI facilities. However, should site constraints preclude fully meeting these requirements, the Town will construct a smaller facility (for green streets projects, refer to Section 6.3.3 of the GI Plan, which describes the BASMSAA Alternative Sizing Criteria). In designing GI facilities, the Town proposes a flexible, adaptive approach. Even if a small facility is constructed with a proposed project, some treatment is better than no treatment, and future facilities can be constructed within the right of way to distribute the area to be treated amongst multiple facilities. Where feasible, bioretention facilities can be designed as "off-line" facilities, and treat a smaller portion of the runoff, bypassing high flows or runoff to be treated downstream.

Non-Regulated GI projects may use the full range of stormwater treatment measures described in both the C.3 Regulated Projects Guide and Green Infrastructure Design Guide, including mechanical treatment measures such as tree well filters and media filters, without the restrictions imposed on Regulated Projects. The C.3 Regulated Projects Guide summarizes the more technical aspects of GI measures, including how they should be sized for treatment. The GI Design Guide introduces some GI measures which are not discussed in the C.3 Regulated Projects Guide. For these, it is not clear how to size the GI measures for treatment.

Measures which are not considered treatment for Regulated Projects (and therefore have no associated sizing criteria for Non-Regulated Projects) are as follows:

- Vegetated Swale
- Green Gutter
- Stormwater Tree
- Green Wall

Three (3) of these measures (vegetated swale, green gutter, and stormwater tree) can optionally be constructed with the same cross section as a stormwater planter (18 inches of bioretention soil, and 12 inches of Class 2 Permeable Material). If these measures are built to the same standards as a Stormwater Planter under the GreenSuite, the same sizing factors as those that apply to Stormwater Planters would apply. Otherwise, a customized sizing approach would need to be proposed by the designer and verified by the Town, with appropriate factors of safety applied.

For green walls, there is no like-measure with established sizing criteria. Therefore, when designing green walls, no minimum sizing criteria pertain, and as such, green walls can be constructed to fit the site-specific context and available wall space.

6.3.2 Defining Drainage Management Areas

Regulated projects must be sized to provide treatment for the effective impervious area which drains to them. For more information about defining catchment areas for projects, refer to the *C.3 Regulated Projects Guide* and Chapter 4 of the *Design Guide.*

Non-Regulated public street applications of GI measures must also be sized to provide treatment for the effective impervious which drains to them, with an exception – they need not be designed to treat contributing private areas, such that the drainage management area (also called "catchment area") is limited to the street right of way, or in some cases, the back of sidewalk. If the sidewalk drains to a planter strip, the drainage management area can be limited to the back of curb, since the sidewalk is "treated" by the landscaped planter strip. This approach was first established in the 2009 San Mateo County Sustainable Green Streets and Parking Lots Guidebook (refer to Chapter 5) and has been deemed acceptable for the purposes of sizing projects for the 2018 C/CAG Safe Routes to School (SRTS) and Green Streets Infrastructure Pilot Program. Sizing for public street applications is not discussed in the GreenSuite.

6.3.3 Alternative Sizing Approach

6.3.3.1 Alternative Approach Description (MRP C.3.j.2.g)

All GI projects should be designed to meet the treatment requirements of Provisions C.3.c and C.3.d of the MRP (and hydromodification requirements, where applicable). However, an alternative regional sizing approach was developed for street projects where site constraints preclude fully meeting the sizing requirements of Provision C.3.d.

BASMAA was tasked with developing Alternative Sizing Criteria on a regional basis. Per the MRP, GI facilities must be sized using either a flow, volume, or combination flow and volume method, depending on the type of treatment measure used and based on the engineering judgment of the project designer. The least conservative method is the combination flow and volume method, which specifies that treatment facilities should be sized to treat at least 80 percent of the total runoff over the life of the project, using local rainfall data. Using the combination flow and volume method and a continuous simulation analysis, BASMAA's consultant, Dubin Environmental Consulting, assessed what sizing factors

are needed, assuming a standard bioretention area cross section, to achieve the MRP sizing requirements. It was determined that bioretention facilities with a standard cross section can both capture and treat the required amount of Provision C.3.d. runoff when sized to 1.5% - 3% of the tributary equivalent impervious area, depending on the project location.

Hydromodification management control requirements were also assessed. Dublin Environmental Consulting determined that a standard bioretention facility sized to 4% of the tributary equivalent impervious area, having a 6-inch deep surface storage layer, 2-inches of freeboard, 18 inches of bioretention soil, and 12-inch deep gravel storage layer would meet the hydromodification standard at any location in the Bay Area.

6.3.3.2 Conditions under which the alternative approach may be used

The BASMAA Alternative Sizing Criteria can be used when site constraints are present which preclude fully meeting the sizing criteria.

Where feasible, bioretention facilities on street projects should be sized as large as possible. There are several reasons to design and build facilities larger than the Provision C.3.d. minimum:

- Promotes better performance
- Ensures compliance with Provision C.3.d despite minor flaws in either design, construction or maintenance
- Allows for an engineering safety factor
- Maximizes removal of pollutants
- Allows the facilities to operate as full trash capture devices
- Facilitates management of hydromodification effects, as relevant

However, existing streetscapes can be challenging to retrofit, making it difficult to build large GI facilities. These constraints include the following:

- Limited project funding
- Larger facilities can result in more parking loss and more impacts to residential driveways
- The presence of existing underground utilities can create restrictions in either the footprint or depth of a GI facility. Typically, clearances are required by the utility owner between the existing utility and the GI facility and any associated storm drain piping. In addition, having utilities in the GI facility can create issues in the future, as a utility owner must be careful not to destroy the GI facility or impair its function when performing repairs on their utility lines. Utility crews are typically not familiar with the construction requirements or functionality of GI facilities.
- The presence of existing or proposed above-ground structures and fixtures such as streetlights, fire hydrants, and utility boxes can reduce the amount of functional cross-sectional area of the GI facility.

- Larger bioretention facilities are likely to impact existing mature trees and root systems. It may be preferable to reduce the treatment area in order to preserve a tree, especially given that mature trees offer many stormwater quality benefits.
- Sometimes, the elevations of nearby storm drain facilities, or the lack of storm drain facilities, put restrictions on either the depth or use of an underdrain facility or overflow structure.
- It is difficult to define and control catchment areas for street projects, because both public areas (streets, curbs, and sidewalks) and private areas (residential or commercial areas, some of which may be treated by onsite facilities) drain to the bioretention areas. Typically, it would make the project infeasible to aim to treat the entirety of public and private runoff.
- The in-situ soil permeability and strength is often low. Protection of the adjacent roadway structure (e.g., via deep retaining curbs) is often necessary to prevent compromising the roadway by oversaturation. This can increase project costs.
- In some cases, it may be preferable to limit the depth of the facility adjacent to the roadway or sidewalk, or to introduce 3:1 side slopes to promote safety. These modifications for safety can reduce the effective area of the treatment measure.
- Right-of-way is highly limited, and the Town must always consider the site context and various Town objectives when designing a project. Truck turning radii, the presence of bike lanes and pedestrian walkways, parking loss, through lane widths, and driveway impacts are all considerations when designing GI facilities on a public street.

7.0 INTEGRATION WITH OTHER PLANNING DOCUMENTS

7.1 Introduction

To ensure implementation of the GI Plan, the MRP states that the GI Plan shall contain the following:

> *C.3.j.i.(2)(h): "A summary of the planning documents the Permittee has updated or otherwise modified to appropriately incorporate GI requirements, such as: General Plans, Specific Plans, Compete Street Plans, Active Transportation Plans, Storm Drain Master Plans, Pavement Work Plans, Urban Forestry Plans, Flood Control or Flood Management Plans, and other plans that may affect the future alignment, configuration, or design of impervious surfaces within the Permittee's jurisdiction, including, but not limited to, streets, alleys, parking lots, sidewalks, plazas, roofs, and drainage infrastructure. Permittees are expected to complete these modifications as a part of completing the GI Plan, and by not later than the end of the permit term."*
>
> *C.3.j.i.(2)(h): "To the extent not addressed above, a work plan identifying how the Permittee will ensure that GI and low impact development measures are appropriately included in future plans (e.g., new or amended versions of the kinds of plans listed above)."*

7.2 Evaluation of Planning Documents

The Town undertook a review of its existing planning documents to determine if the documents: (1) contained opportunities for GI implementation; (2) have existing language and policies supporting GI implementation; and (3) hold potential for updates to further implement Green Infrastructure (GI). The planning documents were then organized into the following categories:

- Planning documents that do not require modification or are unrelated to GI;
- Existing planning documents which support GI implementation;
- Modifications made to existing planning documents; and
- Planning documents to be updated in the future.

Planning documents unrelated to GI are not included in the GI Plan.

The Town presents the key planning documents which include language that support or relate to GI implementation in section 7.3. Planning documents to be updated are discussed in section 7.4.

7.3 Existing Planning Documents Which Support GI Implementation

The implementation of GI is addressed in many of the Town's existing planning documents' policies, goals, and objectives. Because of the multiple benefits that can be achieved through GI, the Town can implement GI as a strategy for flood reduction, climate change adaptation, traffic calming, and other Town goals. Table 8 summarizes the Town's existing documents and the method by which each document supports GI implementation.

Table 8. *Existing planning documents which support GI implementation.*

Planning Document	Related Sections and Pages
Administrative Code Modified – 2017	Water Conservation Incentive Program – Subchapter 1.14 Sustainability Policy – Section 1.15.060 – Permeable Surfaces Sustainability Policy – Section 1.15.070 – Green building Practices
The Town of Colma Administrative Code contains rules, regulations, policies and guidelines adopted by the Town. The Administrative Code includes the Town's Sustainability Policy and Water Conservation programs which support the implementation of GI. Language in Sections 1.15.060 and 1.15.070 were modified to create a nexus between developments and the GI Plan in new construction and the redevelopment of streets to encourage the implementation of GI.	
Climate Action Plan Existing – 2013 To be updated	Page 3 – Measures and GHG Reductions Page 18 – Water Conservation Measure Page 19 – Green Building
The Town of Colma Climate Action Plan (CAP) was adopted in 2013 with a goal to reduce Greenhouse Gas (GHG) emissions by 15% by the year 2020. Although the Town is planning to update the Climate Action Plan with new goals and associated programs, many of the existing policies and programs in the Climate Action Plan have a direct nexus to GI Implementation, such as the policies to promote alternative methods of transportation, water conservation, and green building practices. Four (4) categories of CAP measures are identified to achieve target GHG emissions. Several of these measures, while originally identified as methods to reduce greenhouse gas emissions, are also achieved by implementing GI. For example, under the "Planning, Land Use, and Increased Opportunities for Alternative Transportation" CAP measure category, "Implement polices from *San Mateo County Sustainable Green Streets and Parking Lot Design Guidebook*" is listed. This 2009 guidebook has since been transitioned into the 2019 *Green Infrastructure Design Guide* and includes specific guidance for how to integrate green infrastructure as both a water quality and traffic calming feature on streets. Another CAP measure category identified is "Energy Efficiency, Water Conservation, and Green Building". Water conservation can promote water quality by limiting the amount of excess water which runs off properties and collects pollutants. Rainwater harvesting is a GI measure that can help to supply an alternative water source and promote water conservation.	

Planning Document	Related Sections and Pages
General Plan – Circulation Element Existing – 2014 To be updated	Policy 5.03.720 – Complete Streets Section 5.03.623 – Landscaping and Views Section 5.03.300 – Street Trees
The Town will update the 2014 Circulation Element concurrent with the Town's General Plan Update. The existing Circulation Element includes a goal to identify facilities for the safe, efficient, and environmentally responsible movement of people and goods through the Town and includes street tree and complete streets policies which support GI implementation. There are opportunities to expand these policies to clearly connect it to the GI Plan during the General Plan Update.	
General Plan – Open Space and Conservation Element Existing – 1999 To be updated	Policy 5.04.310 – Air and Water Resources, Water Supply, Ground Water 5.04.340 – Flooding 5.04.320 – Colma Creek
The Town will update the 1999 Open Space and Conservation Element concurrent with the Town's General Plan update. The existing Open Space and Conservation Element supports the conservation of ground water and public water supply and stormwater capture and infiltration. For example, Policy 5.04.341 requires the construction of on-site storm water detention facilities for developments in excess of ½ acre that contribute runoff to Colma Creek. There are opportunities to expand these policies to more clearly connect it to the GI Plan during the General Plan Update.	
General Plan Land Use Element Existing – 1999 To be updated	Policy 5.02.312 – Tree Planting and Road Median Maintenance Policy 5.02.318 – Street Tree Planting
The Town will update the 1999 Land Use Element concurrent with the Town's General Plan Update. The existing Land Use Element includes policies for beautification of street frontages and road medians, which include GI implementation through street tree planting and the incorporation of landscaping. In addition, policies regarding adequate off-street parking and the installation of sidewalks which provide opportunities to implement GI. During the General Plan update process, Staff will review existing policies to integrate the GI Plan to the General Plan.	

Planning Document	Related Sections and Pages
General Plan Safety Element Existing – 1999 To be updated	Policy 5.07.423
The Town will update the 1999 Safety Element concurrent with the Town's General Plan Update. The existing Safety Element includes a policy which requires the construction of on-site storm water detention facilities for developments in excess of ½ acre that contribute runoff to Colma Creek, similar to Policy 5.04.341 of the Open Space and Conservation Element. There is an opportunity to expand this policy to more clearly connect it to the GI Plan during the General Plan Update.	

7.3.1 El Camino Real Bicycle and Pedestrian Improvement Plan

Colma adopted a Vision Zero initiative, which is a Silicon Valley Bicycle Coalition initiative targeted at having zero deaths or life-altering injuries due to roadway design or user error in San Mateo and Santa Clara Counties. Key to this initiative is improving safety for bicyclists and pedestrians. The desired outcomes of the initiative include feeling safe on bikes, promoting accessible, convenient, and enjoyable bike travel, and utilizing bicycling as a core component of a healthy and active lifestyle.

GI can play an important role in improving bicyclist and pedestrian safety by promoting traffic calming. GI can be integrated into curb extensions (also called "bulb outs"). Curb extensions increase the visibility of crosswalks, reduce curb radii, decrease crossing distance, reduce vehicle speeds, and improve the safety and comfort of users. Adding vegetation and trees to curb extensions further enhance safety by reducing the perceived width of the street and reducing speeding. Attractive green spaces can also help to improve mental and physical health as well as encourage local residents to go outside and be more physically active.

7.4 Planning Document Updates Schedule

Colma is currently updating the Town's Climate Action Plan and General Plan with tentative completion dates in 2019 and 2020 respectively. During the update process, Planning Department and Public Works Staff will review the existing language for opportunities to build on policies that support the implementation of GI. Updates to the existing planning documents require consideration by the City Council.

In future documents, planning and public works staff will support the process in updating and developing planning documents in order to ensure that the requirements and policies of the GI Plan are incorporated. Table lists the anticipated date of completion of planning document updates.

Table 9. *Schedule for update of planning documents.*

Name of Plan to be Completed / Updated	Anticipated Date of Completion / Update
Colma Climate Action Plan	December 2019
Colma General Plan – Circulation Element	March 2021
Colma General Plan – Open Space and Conservation Element	March 2021
Colma General Plan – Land Use Element	March 2021

7.5 Maintenance and Engineering Standards

With the approval of this GI Plan, the Town adopts the GreenSuite, which is the combination of the GI Design Guide and the Regulated Projects Guide, and any amendments thereof, as its GI guidelines. **Refer to Section 6.2.2.**

Bioretention curb extension located at Hillside Boulevard.

8.0 FUNDING OPTIONS

8.1 Introduction

Provision C.3.j.i.(2)(k) of the MRP states that the Green Infrastructure (GI) Plan shall contain the following:

> *"An evaluation of prioritized project funding options, including, but not limited to: Alternative compliance funds; grant monies, including transportation project grants from federal, State, and local agencies; existing Permittee resources; new tax or other levies; and other sources of funds."*

To undertake an evaluation of potential funding options and sources, the Town (1) reviewed the GI program elements and associated costs; (2) participated in the development of a Nexus Funding Evaluation, which identified and evaluated the feasibility of various funding strategies through the GI TAC; (3) assessed the funding strategies of the Nexus Funding Evaluation for local applicability; (4) discussed opportunities for public and private cooperation; and (5) developed a process for funding GI through integration into the Town's existing Capital Improvement Program.

A single source of revenue for GI is unlikely to cover all the various elements of a GI program. Instead, implementation of GI will require a range of funding sources. This chapter is a starting point to both gauge funding needs and develop a suite of funding options for use with GI. As the program develops, the funding needs and opportunities may change. This chapter and the Town's approach to funding may be revisited in the future as more information becomes available and more awareness is brought to the GI policies and requirements.

8.2 GI Program Elements and Funding Needs

8.2.1 Current Assessment of GI Costs

Implementation of GI measures is expensive. It is estimated that the cost to install the GI required to be in place by 2040 per the MRP ranges in the tens of millions of dollars for the capital (construction) costs alone. Additional costs include management of the GI program, planning, design, tracking of completed projects, as well as operations and maintenance.

One of the difficulties of developing funding for GI is that few funding sources are available which can be used for all the elements of a GI program throughout its lifecycle. For example, grants can be used to fund design and construction costs, but not overall management of the GI program or operations and maintenance costs.

GI costs may include the following:

- **Program Management.** Though the Town has managed MRP compliance for many years, GI implementation will take additional staff time beyond permit compliance activities which occurred prior to 2016. In addition to review of capital projects for GI potential, Town staff will

track GI projects and monitor progress toward achieving the milestones for GI implementation for 2030 and 2040. Participation in the SMCWPPP GI TAC will also likely continue to be necessary past the date when the GI Plan is submitted in September 2019 to assist in developing the Countywide Sustainable Streets Master Plan and to coordinate with other San Mateo County agencies on GI implementation and tracking efforts. Interdepartmental meetings among the Public Works, Planning, and Parks and Recreation Departments will also likely continue to be necessary to ensure that GI is implemented successfully on private and public projects.

- **Capital Costs.** GI capital costs depend on the type of measure(s) to be implemented, the size of the facility, the ease with which such measure(s) can be incorporated on a project that includes other elements, and the local context (such as the ease of connecting to existing drainage systems, how steep the area is sloped, space limitations, and nearby existing utilities).

  Because of the limited construction cost data available for public GI projects in San Mateo County, it is difficult to estimate their cost. Several private projects have been constructed in San Mateo County, but often the Town does not have access to the detailed cost data for the GI component(s). Private project and public project costs differ in key ways: public projects must contend with the removal and modification of existing street infrastructure, utility conflicts, space limitations, pedestrian safety and grade limitations, and must be constructed with prevailing wage labor forces. San Mateo County also tends to have higher construction costs than other Bay Area counties, and California in general has higher construction costs than the nationwide average. In addition, GI detailing can vary widely from jurisdiction to jurisdiction, making it difficult to make cost comparisons among projects.

  Current (2019) capital costs for a bioretention area can range from $50 to $150 per square foot, a span highly dependent on local context, grading required, water and power sources, storm drain connection proximity, and selected plant palette and irrigation system. Permeable paving can range from $25 to $100 per square foot, depending on the depth of the section and whether it is necessary to work around existing utilities or trees. Capital costs of $129,000 to $187,000 per acre of impervious area managed[20] were quoted for projects in Onondaga County, New York, which would work out to roughly $258,000 to $374,000 for construction costs of curb extensions installed at an intersection which treats 2 acres of impervious surface area. Limited recent bid result data in San Mateo County suggest that a similar size project here would cost in excess of $500,000 to construct.

- **Planning and Design Costs.** Planning and design costs for capital projects are typically around 10-20% of the capital costs. Integrating GI into other capital programs can reduce both the construction costs for GI as well as the design costs. The SMCWPPP Green Infrastructure Design

[20] The Real Costs of GI, Stormwater Report. (2015, December 2). https://stormwater.wef.org/2015/12/real-cost-green-infrastructure/.

Guide (*Design Guide)* clarifies the application of GI on public projects. As GI becomes more common on public projects and GI designs are standardized, GI projects will become less expensive to plan and design.

- **Operation and Maintenance (O&M) Costs.** Limited data is available on maintenance costs, because maintenance is often performed by Town staff as part of their regular course of business, making it difficult to separate time spent on maintenance of standard Town landscaping and streets versus GI. It is possible that due to the specialized nature of the maintenance of GI measures, or if staff are otherwise at capacity on maintenance of other Town infrastructure, the Town may need to contract maintenance work to an outside vendor. Vendors may in the future have special GI maintenance certifications not held by staff, such as the Bay Friendly Landscaping certification or the National Green Infrastructure certification by the Water Environment Federation. In Onondaga County, New York, maintenance costs for bioretention areas were approximately $2,000 per acre of impervious area managed per year.[20] This would be $4,000 per year for curb extensions installed at an intersection which treats 2 acres, or $200,000 in total over a 50-year life of the system. Again, these costs are likely lower than what would be anticipated in San Mateo County, and do not reflect inflation or the rising cost of construction projects. The Design Guide further clarifies GI maintenance needs, leading to standardized maintenance practices and lower maintenance costs.
- **Outreach and Education Costs.** The Town will continue to participate in outreach and education for stormwater quality through the SMCWPPP Public Information and Participation (PIP) subcommittee. However, due to its limited budget and various priorities (e.g., trash and litter reduction as well as outreach to businesses and construction sites to coordinate with the stormwater inspection programs), the PIP subcommittee may have limited ability to offer GI-related outreach. However, ongoing outreach and education is an important facet of GI implementation, because it can lead to not only a better understanding of the measures being installed, but also could build support for a dedicated GI or environmental protection funding source. This may result in the construction of GI elements within individual homes and businesses on a voluntary basis.
- **Inspection Program Costs.** The Town inspects private GI projects in accordance with its Enforcement Response Plan and Provision C.3.h of the MRP. The Town's O&M agreement template allows for the Town to seek reimbursement of the inspection costs. A typical inspection, including time for coordinating with the site representative and writing an inspection report, takes approximately three (3) hours per site. If follow-up inspections are required, an additional three (3) hours is often required for each follow-up visit. The frequency of inspections is specified in the Town's ERP, but generally sites are inspected on a 5-year interval or more frequently, and 20% of the Town's private GI projects are inspected each year. It is estimated that approximately four (4)

sites are inspected per year, at a cost of approximately $2,000-$4,000 per year. As additional GI projects are constructed, this cost will increase.

Figure 20 depicts the estimated relative costs of the GI program elements for a GI project with an assumed $500,000 construction cost consisting of stormwater curb extensions at an intersection. Limited data is available to ascertain these relative costs, so they have been assumed until more data becomes available.

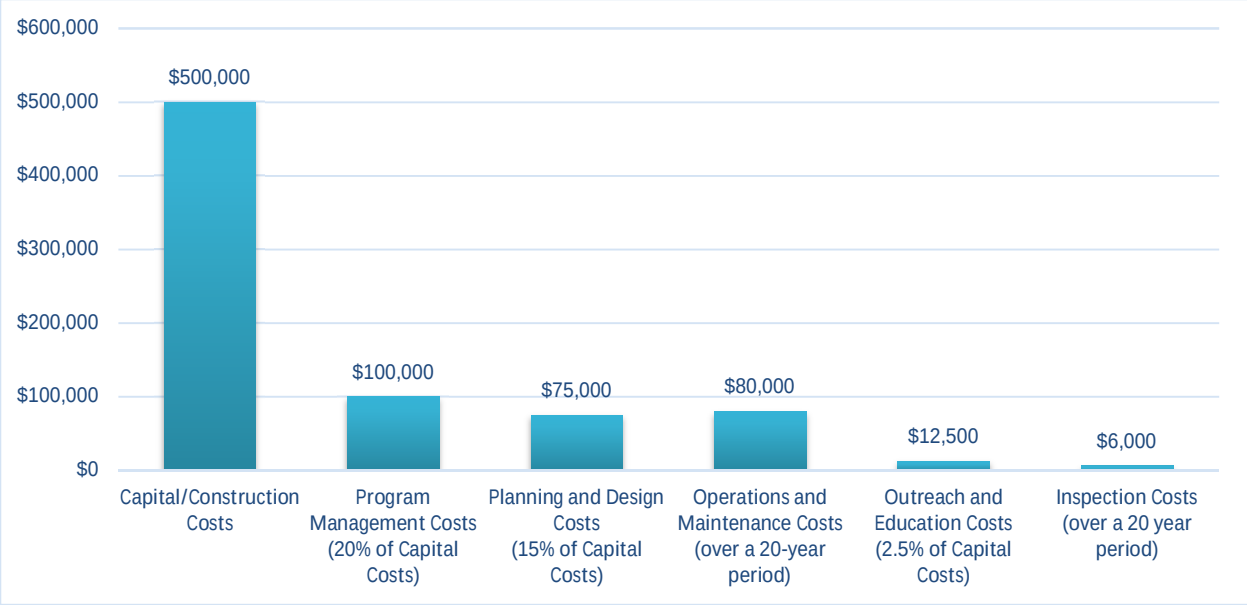


Figure 20. *Estimated Relative Costs of GI Program Elements.*

8.2.2 Future Assessment of GI Costs

Section 8.2.1 describes the costs associated with the various elements of a GI program based on limited funding information available in San Mateo County and in other areas of the United States. Estimated costs for GI will be improved over time with agency-specific and County-specific knowledge as the GI program is implemented. Future sources of cost estimating data will include bid results from GI projects, proposals received from designers and construction management firms to design and inspect GI projects, actual consultant and staff time spent providing program management, planning, and outreach services, public works maintenance staff time performing maintenance on GI systems, and time spent performing inspections. It will likely be difficult to assess time spent by staff on tasks relating to GI, as it will not necessarily be tracked separately from other staff time.

The Town may also draw from other published resources available to estimate the costs of GI. For example, the SFPUC has made its cost estimating model available to other municipalities to use for planning-level analyses. This Excel-based model can be used as a planning tool to plan and budget for GI maintenance obligations for labor and costs. The user will be able to input user-defined project attributes (e.g., BMP type, size, date), and the model will yield long-term maintenance costs and staffing obligations as outputs.

Bioretention areas located at B Street.

8.3 Funding Strategies

Through the GI TAC, the Town and SMCWPPP developed a GI Funding Nexus Evaluation document for jurisdictions within San Mateo County with the goal of expanding on existing stormwater funding sources and supplementing them with strategies in line with GI implementation goals. The Nexus Funding Evaluation describes and evaluates funding mechanisms, outlines funding needs, and provides strategies to procure such funding for design and construction of new GI. This subsection is intended to describe the Town-specific approach to the funding strategies discussed in the Nexus Evaluation. Rather than repeating the information available in the Nexus Evaluation, this subsection can be used in connection with the Nexus Evaluation to further explore those funding options that align with the Town's priorities. It is anticipated that the evaluation of funding options for GI is an ongoing process and revisited in the future as the program develops.

BALLOTED APPROACHES

The most sustainable and formative funding approach, but also the most challenging. Successful balloted approaches are most inclined to provide significant funding for stormwater management and stormwater-related projects. The two (2) biggest challenges for balloted approaches are planning the strategy for the proposed project/program and effectively presenting the project and vision to the voting community. Examples of balloted approaches include the following:

- **Parcel Taxes**
- **Other Special Taxes**
- **Property-Related Fees**
- **General Obligation Bonds**

Town-Specific Approach: At this time, the Town does not plan on pursuing green-infrastructure specific parcel taxes, other special taxes, property-related fees, or general obligation bonds, but may revisit these funding approaches later as the program develops. Other local agencies may move forward with these funding strategies in the coming years. By delaying implementation of these funding strategies, the Town can build upon the efforts of those early adopters.

NON-BALLOTED APPROACHES

These include funding strategies that do not require a ballot or voter approval. Non-balloted approaches may encounter lack of support from the general public; therefore, a nexus study/cost analysis is required to determine the middle ground cost that would not be considered a tax to the payer of the fees. Examples of non-balloted approaches include the following:

- **Senate Bill 231**
- **Regulatory fees**
- **Developer Impact Fees**
- **Re-Alignment**
- **Grants**
- **Loans**

Town-Specific Approach: The Town has already successfully pursued grants for GI and will continue to pursue grant opportunities as they arise. Successful grant-funded projects include the Hillside Boulevard Beautification Project, which was constructed in 2014 and included stormwater curb extensions, and the Mission Road Sidewalk project, which is under development and will include GI. At the Countywide level, the Town will help to lobby for the inclusion of GI funding in transportation grants, stormwater grants, and other grants for capital programs that lend to integration with GI.

Senate Bill 231, signed by Governor Brown on October 6, 2017, helps to clarify that "sewer" is intended to be used interchangeably to mean "storm sewer" and "sanitary sewer" to gain access to funds made available by the formerly approved Proposition 218. However, there is no legal precedent for an agency's

instituting stormwater fees without a ballot measure, and it is important for any agency considering such an approach to consult with other agencies and industry groups to coordinate their efforts in a strategic manner. The Town will continue to support Senate Bill 231 at a Countywide level through SMCWPPP and C/CAG.

The Town currently does not have regulatory or developer impact fees. Currently, the Town is in the process of developing a fee study to reimburse expenditures from the business stormwater inspection program. It may be possible to reimburse similar expenditures from the C.3.h. operations and maintenance inspection program for C.3 regulated projects. The use of developer impact fees for storm drainage or GI is not currently feasible under the Town's development climate, but the Town may revisit these funding approaches later as the program develops.

SPECIAL FINANCING DISTRICTS

Financial frameworks that were constructed by the local government to levy fees, taxes, and assessments for any improvements and services conducted. Most special financing districts are required to conduct a ballot that includes affected property owners, but in most cases, these affect small areas or an individual landowner. Examples of special financing districts include the following:

- **Benefit Assessments**
- **Community Facilities District**
- **Business Improvement Districts**
- **Enhanced Infrastructure Financing Districts (EIFD)**

Town-Specific Approach: The Town of Colma is home to many commercial enterprises, including auto dealerships, flower shops, cemeteries, restaurants, medical office buildings, and retail shops. As sites are redeveloped, the Town enforces C.3 stormwater treatment requirements to ensure that GI measures are constructed onsite. However, the Town is unlikely to increase treatment requirements on developers beyond the C.3 requirements in the current development climate. Some other local agencies work with large developers, like Facebook or Google, who are motivated to develop in areas close to public transit and are happy to provide GI in their frontage. Developers that come to the Town, by contrast, are operating on small profit margins. For these developers, being required to provide additional stormwater treatment beyond C.3 requirements may mean that they do not develop in the Town of Colma. However, the Town has been highly successful at constructing GI in public spaces through grants and through the Town's general fund, without the addition of private funds.

There are priority areas where the Town is interested in providing streetscape improvements, including Collins Avenue and Serramonte Boulevard, and these projects will include GI. The Town will continue to work with SMCWPPP to advertise how GI can bring economic vitality to the surrounding areas, and through this outreach, may be able to convince local businesses of the benefits of GI. These priority areas may be good candidates for a future business improvement district. As the program develops, the Town will continue to look for opportunities to promote public and private partnerships.

PARTNERSHIPS

Partnerships are effective strategies to acquire additional funds and resources needed for GI improvement projects. Collaborative efforts do not guarantee direct additional funding, but they can establish alternative benefits that will assist the overall resources necessary to complete proposed GI projects. By distributing resources and funding throughout different entities, GI improvement projects and programs are capable of being delivered more cost-effectively. Examples of partnerships include the following:

- **Multi-Agency Partnerships (includes Regional Projects)**
- **Transportation Opportunities**
- **Caltrans Mitigation Collaboration**
- **Public-Private Partnerships (P3)**
- **Financial Capability Assessment**
- **Volunteers**

Town-Specific Approach: The Town will investigate opportunities to partner with other agencies to construct regional projects which help improve water quality Countywide and contribute to the Town's GI implementation goals. The Town may pursue transportation funding which can be used to mitigate transportation challenges as well as construct GI. The Town would be interested in collaborating with Caltrans for a project in the vicinity of El Camino Real.

The Town has a community that is actively involved in keeping Colma clean. Every year, the Town organizes a Town-Wide Cleanup Day, in which volunteers and Town staff walk the streets of Colma to pick up trash. There might be an opportunity to expand the Town's volunteer opportunities to include trash pickup, planting, or maintenance of public GI measures (currently, these public GI measures are maintained by a landscape contractor hired by the Town), or there may be other opportunities to collaborate with the public and build community support of GI measures. The Town will explore these and other community engagement opportunities while implementing the GI Plan.

The remaining funding strategies in this section (Public-Private Partnerships and Financial Capability Assessment) will not be pursued at this time, but the Town may revisit these approaches in the future.

ALTERNATIVE COMPLIANCE

Previously, the Regional Water Board SFRWQCB has provided alternative compliance options in Provision C.3.e.i of the MRP 2.0 which can be utilized on Special Projects that meet certain criteria and cannot feasibly install the required amount of LID treatment onsite. The alternative options include the following:

- **Construction of a joint stormwater treatment facility with the ability to treat combined runoff from two or more regulated projects**
- **Construction of a stormwater treatment system off-site**
- **Payment of an in-lieu fee for regional projects**

These and other alternative compliance options can also be used on Non-Regulated projects, but with more flexibility than what could be used on regulated projects. On regulated projects, the alternative compliance site must be within the same watershed as the site to be mitigated and be constructed within three years of the site to be mitigated. Regional project timelines may be extended up to five years. These same restrictions would not apply to Non-Regulated projects.

Examples of alternative compliance include the following:

- **In-Lieu Fees**
- **Credit Trading**

Town-Specific Approach: Under the terms of the current MRP, in-lieu fees cannot be implemented simply enough to ensure successful funding of GI projects. If the regulations change to offer more flexibility, the Town may reassess opportunities for in-lieu fees on regulated projects.

The Town is interested in a future credit trading program and will continue to work with SMCWPPP and the GI TAC to explore this option further. As more GI projects are identified through the CIP screening process (see Chapter 4, Project Identification and Prioritization), there will be more opportunities to utilize alternative compliance.

8.4 Economic Vitality Benefits and Public-Private Cooperation

Establishing additional requirements for the installation of GI on private properties may create an undue burden on private property owners and developers. At the same time, the costs to comply with the GI milestones are significant, and it is necessary to share some of those costs with the private sector.

By communicating the benefits of GI to local businesses, the Town hopes to encourage voluntary implementation of GI and/or build support for a special financing district to avoid needing to resort to additional blanket-style requirements on developers. On a project-by-project basis, the Town can assess opportunities to meet water quality goals, and scale implementation to fit the project constraints. The Town will continue to explore public and private cooperation opportunities as the GI program develops.

GI can help to support economic vitality by providing access to landscape and green spaces, which results in the following direct benefits to residential and commercial areas[21]:

- Higher property values and rent value
- Increased consumer spending in commercial districts
- Energy savings
- Reduced lifecycle and maintenance costs (for some treatment measures)
- Lower possibility of flood damage
- Lower water bills, if rainwater harvesting is used
- Reduced crime
- Improved health and job satisfaction for office employees
- Healthier and more sustainable communities
- Community placemaking
- Improved worker productivity
- Increased potential that patrons will linger longer on retail main streets
- Higher occupancy rates for apartments and shorter periods between leases

8.5 Integration of GI with the Capital Improvement Program

One obstacle to funding a GI program is that the Town must balance the many needs of its community to both keep the Town operational and well-maintained while working towards the goals and vision set forth in the Town's General Plan. Pavement maintenance, replacement and repair of underground utilities, transportation improvements, performing facility needs assessments and making facility upgrades, and parks improvements are all key facets of the Town's CIP. The Town can adopt innovative approaches to working within the framework of the existing CIP and budget in order to fund GI.

Though it is primarily an outgrowth of a stormwater or environmental program, green stormwater infrastructure can be considered an expansion of many different CIP projects because it provides benefits beyond simply improving water quality (see Figure 21).

[21] *GI Design Guide,* 1st Edition. (2019, June). San Mateo County Water Pollution Prevention Program. Page 1-13.

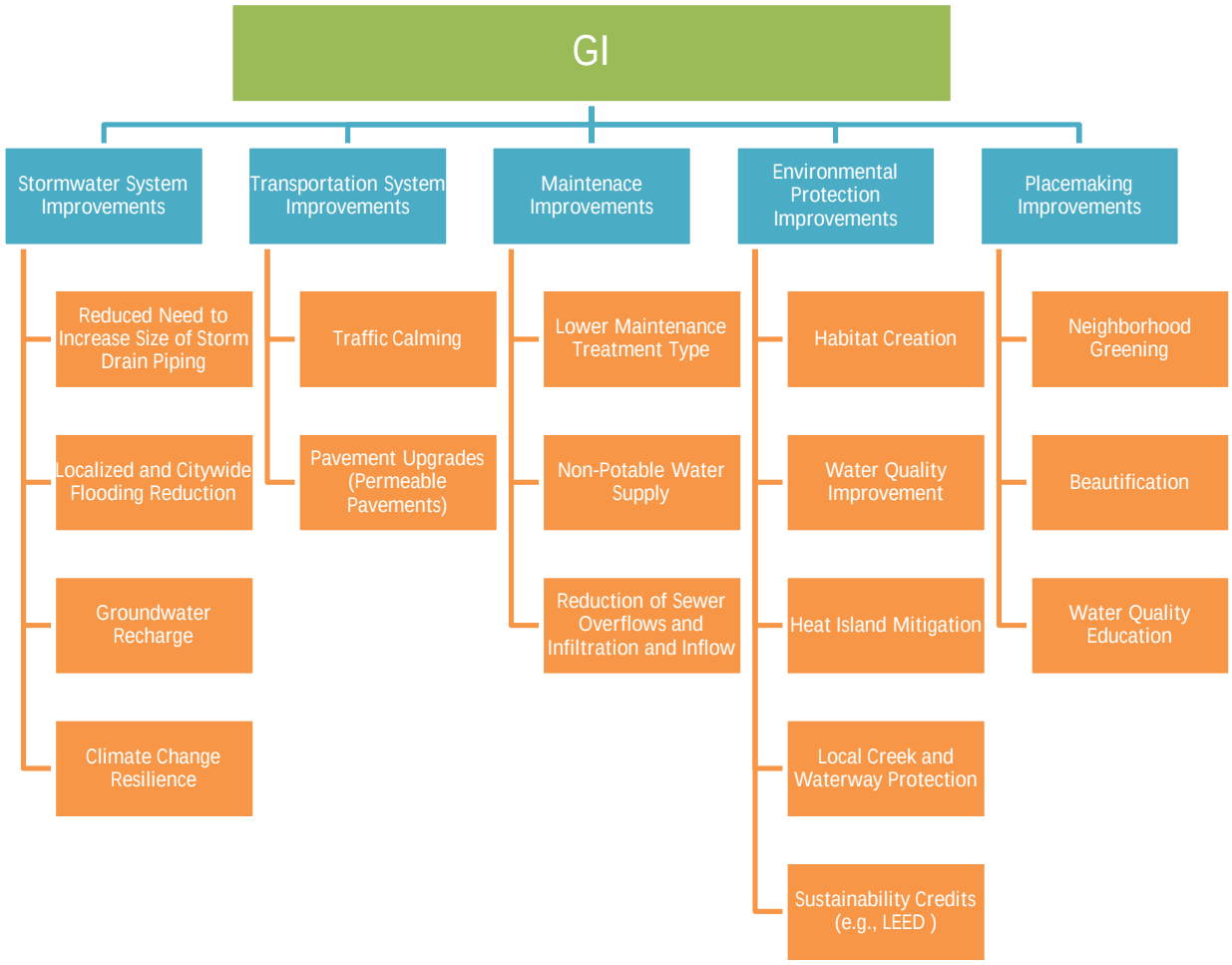


Figure 21. *Integration of GI with other types of Improvements.*

By recognizing the many direct and ancillary benefits of GI, it becomes possible to integrate GI on several Capital Improvement Program projects, if the project goals align with the GI benefits. Examples of projects that potentially lend to integration with GI include the following:

- Park or facility upgrades
- Pavement rehabilitation
- Creek channel repairs
- Storm drain repairs
- Complete streets projects

Some cost savings is achieved by early incorporation of GI. By integrating GI into the project scope early, the project can incorporate GI more seamlessly, and in a way that does not greatly increase project costs. Prioritization and early screening of CIP projects is discussed in Chapter 4, Project Identification and Prioritization.

8.6 Integration of GI with Adopted Budget

The Town of Colma currently uses a combination of federal and state grants along with local funding sources to fund construction of projects in its Capital Improvement Program (CIP) and other projects.

The Town's major funding sources are listed below, and are more particularly described in the Town's 2018-2019 Capital Improvement Program:

- Measure A Transportation Fund
- Transportation Grants Fund
- Capital Improvement Fund
- COPs Town Hall Fund

Bioretention area located at CarMax Dealership.

In order to facilitate the future integration of GI in the CIP, a sample list of potential GI measures which may be integrated into various types of projects is shown in Table 10.

Table 10. *Sample Integration of Potential GI Measures with Adopted Budget.*

TYPES OF PROJECTS	FUNDING SOURCES	POTENTIAL GI MEASURES										OTHER TREATMENT MEASURES
		Stormwater Planter / Rain Garden	Stormwater Curb Extension	Tree Well / Stormwater Tree / Interceptor Tree	Infiltration System	Pervious Pavement	Green Roof	Rainwater Harvesting	Vegetated Swale	Green Gutter	Green Wall	Hydrodynamic Separator Media Filter High-Flow Rate Tree Well Filter
Transportation • Hillside Boulevard Beautification* • Mission Road Improvements • Collins Avenue Improvements • Serramonte Boulevard Beautification • Other Future Potential Projects	Measure A Capital Improvement Fund Grants	✓	✓	✓	✓	✓			✓	✓		
Stormwater • Future Potential Projects	Capital Projects Fund	✓	✓	✓	✓							✓
Park Improvements • Future Potential Projects	Capital Projects Fund	✓		✓	✓	✓		✓	✓			
Non-Stormwater / Facilities • Town Hall Campus Renovations* • Sterling Park Playground Improvements • ADA Transition Plan Upgrades • Lawndale Boulevard Landscape Improvements • Other Future Potential Projects	GI Fund Capital Improvements Fund COPs Town Hall Fund	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

**Existing GI Projects*

9.0 OUTREACH AND EDUCATION

9.1 Introduction

The MRP states that each Permittee under a GI Plan shall perform the following tasks:

> *Provision C.3.j.i.(4)(a): "Conduct public outreach on the requirements of this provision, including outreach coordinated with adoption or revision of standard specifications and planning documents, and with the initiation and planning of infrastructure projects. Such outreach shall include general outreach and targeted outreach to and training for professions involved in infrastructure planning and design."*
>
> *Provision C.3.j.i.(4)(b): "Train appropriate staff, including planning, engineering, public works maintenance, finance, fire/life safety, and management staff on the requirements of this provision and method of implementation."*
>
> *Provision C.3.j.i.(4)(c): "Educate appropriate Permittee elected officials (e.g., mayors, city council members, county supervisors, district board members) on the requirements of this provision and methods of implementation."*

The three primary goals of the outreach and education effort are summarized in Table 11:

Table 11. *Outreach and Education Goals, Objectives, and Audiences.*

Outreach and Education Goal	Objective	Audience
Public Outreach	Conduct public outreach on the GI requirements, including outreach coordinated with adoption or revision of GI guidelines and standards and planning documents, and with the initiation and planning of infrastructure projects.	Both the general public and professionals involved in GI planning and design.
Train Appropriate Staff	Conduct training on the GI requirements and the methods of implementation.	Planning, Engineering, Public Works Maintenance, Finance, Fire/Life Safety, and Management Staff.
Education of Elected Officials	Conduct outreach on the GI requirements and methods of implementation.	Mayor, City Council, and Planning Commission.

One of the first steps in the development of a GI Plan is educating department staff, managers, and elected officials about the purposes and goals of GI, the benefits of GI, the required elements of the GI Plan, and the steps needed to develop and implement the GI Plan. It is vital to earn the support of City Council, Town staff, and members of the public to ensure successful implementation of the GI Plan. Outreach and education efforts began in FY 15-16 and will continue even after GI Plan adoption.

9.2 Public Outreach

9.2.1 Local Efforts

The Town conducted outreach in coordination with approval of the GI Workplan and GI Plan. Refer to Section 9.4, Education of Elected Officials.

In addition, the Town developed a GI Map using ArcGIS online to feature the existing and potential GI projects within the Town. Refer to Section 5.3, Town Public-Facing Project Tracking System. This map was made accessible to the general public on May 17, 2019.

The GI Map and GI Plan draft were advertised in the following ways:

- Via a Weekly Update by the Town Manager. This is a weekly email sent to Town staff and elected officials.
- Via a newsletter, the Town's Live Wire. The Live Wire is mailed out to the residents on a monthly basis.

9.2.2 SMCWPPP Efforts

SMCWPPP has several committees which discuss ideas, plans, and schedules for new and ongoing participation in processes to promote GI, such as the New Development (ND) Committee, GI Technical Advisory Committee (GI TAC), and the Public Information and Participation (PIP) Committee.

SMCWPPP's Public Information and Participation (PIP) Committee releases an internal bimonthly document detailing its recent and future outreach efforts. This outreach work includes distribution information about rain barrel rebates, provision of public-facing GI presentations and outreach materials, and dissemination of information about public outreach and citizen involvement events, as well as the Flows to Bay website which explains GI basics and provides links to documents relevant to municipal staff and elected officials, such as the *C.3 Regulated Projects Guide* and *Design Guide* (see Figure 22).

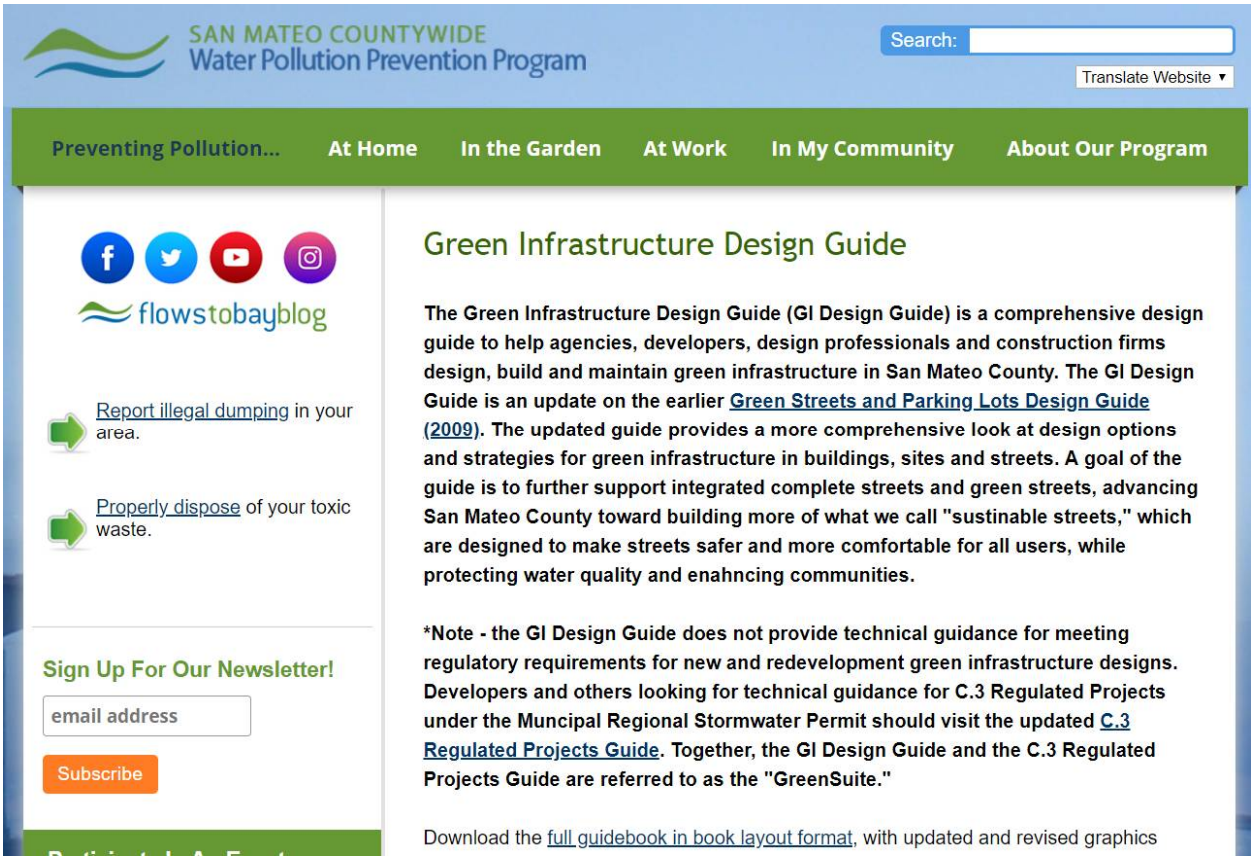


Figure 22. *SMCWPPP "Flows to Bay" Webpage, featuring the Green Infrastructure Design Guide.*[22]

On June 18, 2019, SMCWPPP hosted a training event for municipality staff and design professionals to cover the new and updated guidance documents produced, including the *Design Guide*, and *C.3 Regulated Projects Guide*.

SMCWPPP also engaged the public during the development of the Stormwater Resources Plan (SRP), which established a prioritization protocol for GI projects and an initial list of prioritized projects. Key public engagement efforts included the following (SMCWPPP 2017):

- Four presentations to the SMCWPPP Stormwater Committee (public meetings) between January and November 2016.
- C/CAG staff presented on the SRP planning process at the Sustainable San Mateo County's November 2015 Water Indicator Summit and San Mateo County's Office of Sustainability's Sea Level Rise in July 2016.

[22]San Mateo County Green Infrastructure Design Guide. SMCWPPP 2019b. https://www.flowstobay.org/gidesignguide.

- When the draft SRP was complete, C/CAG hosted three public workshops to solicit public and stakeholder feedback in January 2017. At these workshops, C/CAG described the upcoming GI plans and how the SRP relates to that effort.
- C/CAG staff and consultants promoted the SRP workshops through social media (Facebook and Twitter).
- A press release was distributed to local media outlets, including both print and online publications to advertise the workshop. The press release also called attention to the Flows to Bay website (www.flowstobay.org), where the public could review the draft SRP and submit comments.

9.3 Train Appropriate Staff

Permittees must conduct training for appropriate staff on the requirements of the MRP GI and methods of GI implementation. The Town began this process in FY 15-16 with the development of the GI Workplan and continued to engage staff to discuss GI implementation. Interdepartmental coordination and staff training efforts included the following:

- Convened interdepartmental meetings with affected department staff and management to discuss GI requirements and GI plan development. Key departments involved included public works and planning. Outside of meetings, communication was maintained via email to update staff on progress of the GI Plan and to receive feedback on a regular basis.
- Discussed the potential for incorporation of GI on capital projects and continued to refine and add to the Town's list of planned and potential GI projects. This list will continue to be updated in future years as part of the GI Plan implementation process.
- Participated in SMCWPPP training events.
- Participated in the SMCWPPP GI Subcommittee, New Development Subcommittee, and Public Information and Participation Subcommittee. All these subcommittees discussed GI implementation and outreach.

9.4 Education of Elected Officials

On May 8, 2017, the City Council approved the GI Workplan. The GI Workplan included educational material about GI. The "What is Green Infrastructure?" section focused on raising awareness of what GI looks like, why it's important, and how it can benefit the quality of life and health of residents.

The Town of Colma conducted outreach to elected officials in coordination with GI Plan approval. On April 10, 2019, Town staff and their consultant (CSG Consultants Inc.) provided a presentation to City Council to provide an overview of and update on the GI Plan. The GI Plan was later brought to Council for approval on July 10th, 2019.

Changes made to local planning documents to support GI implementation are also reviewed and approved by the City Council.

9.5 Next Steps

The Town will continue to engage the public while implementing the GI plan to advertise the many benefits of GI and build support for GI projects.

As part of the FY 18-19 Annual Report, a plan and schedule for new and ongoing participation in processes to promote GI at the regional level will be developed. The following future approach and potential activities were discussed at a recent New Development Subcommittee:

- Continue actions related to the Regional Roundtable, and reconvene the Roundtable with key participants such as SPUR, Caltrans, Save the Bay, and others. BASMAA and SFEP will be conducting tasks that address this idea, including creating an Executive Summary and Action Plan for the Roundtable "Roadmap" under a supplemental contract as part of the *Urban Greening Bay Area* grant.
- Continue to work with Caltrans on funding opportunities and GI implementation along State routes.
- Continue to work with MTC to get GI integrated into transportation plans and funding.
- Conduct workshops and trainings on asset management for GI, possibly in coordination with CASQA, the SFRWQCB and/or EPA.

10.0 IMPLEMENTATION APPROACH

10.1 Overview

MRP Provision C.3.j.i.(3) requires each Permittee to complete the following:

> *"Adopt policies, ordinances, and/or other appropriate legal mechanisms to ensure implementation of the Green Infrastructure Plan in accordance with the requirements of this provision."*

The various elements of the GI Plan comprise an implementation toolbox (Figure 23 on the next page) that the Town will access over the life of the GI Plan to foster improved water quality through design and construction of public and private Green Infrastructure (GI) facilities. As the GI program develops, the Town will apply an adaptive management strategy for flexibility in the face of changing conditions, development climates, and forecasts. Additional implementation strategies may be evaluated in the future.

Bioretention area located at Cypress Lawn.

Figure 23. *Town's starting Green Infrastructure Implementation Toolbox.*

10.2 Private Development Program and Policies

10.2.1 Standard Operating Procedures

The Town is committed to shifting its conventional "gray" storm drain infrastructure to more resilient, sustainable stormwater management which reduces runoff volumes, disperses runoff to vegetated areas, harvests and uses runoff where feasible, promotes infiltration and evapotranspiration, and utilizes natural processes to detain and treat runoff. This will include implementing, to the extent practicable, Low Impact Development (LID) features and facilities such as pervious pavement, bioretention facilities ("rain gardens"), green roofs, and rainwater harvesting systems.

The Town will continue to use its planning, zoning, and building authorities to require proposed new development and redevelopment projects to incorporate LID features and facilities in accordance with the New Development and Redevelopment (Provision C.3) requirements and the current edition of the San Mateo County Water Pollution Prevention Program C.3 Guidelines.

The Town's development review process is summarized in flowcharts in Appendix D for each of the following project phases:

- Entitlement Pre-Application Review
- Development and Redevelopment C.3 Applicability Review
- Entitlement Review
- Plan Review
- Construction Oversight
- Closeout / Acceptance / Occupancy

These flowcharts summarize the process by which both Provision C.3 Regulated and Non-C.3 Regulated Projects are reviewed, and at which level of detail, for each project phase. They show the coordination efforts needed between Town departments and external agencies. Documenting this process and integrating key information from the MRP helps to avoid information or department "siloing", where the requirements or process are only understood by a few key individuals. The Town will aim to use these flowcharts to train new staff. Town staff will periodically update the flowcharts as necessary to reflect new MRP requirements.

The Town of Colma utilizes Standard Conditions of Approval (COAs) during the entitlement review phase to require implementation of GI in private developments. These COAs include requiring that applicants detain runoff onsite, incorporate Best Management Practices, and minimize increases of impervious cover in accordance with the Town's General Plan Policies. In addition, applicants must comply with the requirements of MRP Provision C.3, complete either the C.3 and C.6 Development Review Checklist or Stormwater Requirements Checklist for Small Projects, incorporate efficient landscaping systems, and when feasible, incorporate landscaping that promotes surface infiltration, minimizes the use of pesticides

and fertilizers, and incorporates sustainable landscaping practices. Applicants are additionally required to prepare and implement a Storm Water Pollution Prevention Plan (SWPPP) during construction to reduce or eliminate construction-related pollutants. Acknowledgement of, and agreement to abide by, NPDES Best Management Practices (BMPs) must also be included with plans and enforced during construction.

10.2.2 Municipal Code

The Town reviewed its existing ordinances and other legal polices to identify whether sufficient legal authority existed to implement the GI Plan and comply with the MRP. Based on the existing Municipal Code, the Town currently holds the legal authority to require implementation of GI in both public and private projects which are Provision C.3 Regulated under the MRP. The following sections of the Town of Colma Municipal Code provides the Town with the authority to require GI implementation (excerpted below; full versions of the Municipal Code can be accessed at https://www.colma.ca.gov/municipal-code/):

- Chapter 3.10 Stormwater Management and Discharge Control
    - 3.10.050 – *This Ordinance shall be construed to assure consistency with the requirements of the Federal Clean Water Act and acts amendatory thereof or supplementary thereto, applicable implementing regulations, and NPDES Permit No. CA0029921 and any amendment, revision or reissuance thereof.*
- Chapter 5.11 Water Efficient Landscape Regulations
    - 5.11.010(a)(10) – *Cemetery development, operation and maintenance that are done in compliance with the stormwater management requirements of Chapter 3.10 of the Colma Municipal Code enhance water quality and utilize land such that rainfall is captured to produce a public resource and benefit through groundwater recharge*
    - 5.11.190 (a) – *Stormwater management practices minimize runoff and increase infiltration which recharges groundwater and improves water quality. It is strongly encouraged that all landscape and grading design plans implement stormwater best management practices in order to minimize runoff and to increase on-site rainwater retention and infiltration.*
    - 5.11.190 (b) – *Project applicants shall refer to the Colma Municipal Code Chapter 3.10, or to the Regional Water Quality Control Board for information on any applicable stormwater technical requirements.*

In addition, the Town is in the process of amending the Stormwater Management and Discharge Controls section of the Municipal Code to strengthen the connection between the Municipal Code and the GI Plan and the legal authority to implement the GI Plan. The Town intends to add new definitions to define the GI Plan and update BMPs to include GI as a strategy to capture pollutants. The amendment is tentatively scheduled to be complete in 2019.

10.3 Maintenance Programs and Policies

An effective maintenance program helps ensure that GI measures continue to perform as designed. Compared to conventional "gray" pipe-based stormwater facilities, GI measures are much more maintenance-intensive, and their performance depends on the level of maintenance effected. A successful maintenance program has three (3) key elements: (A) consideration of maintenance issues during design of GI measures, (B) development of an Operation and Maintenance (O&M) agreement, and (C) implementation and enforcement of this O&M agreement.

The Town is responsible for ensuring that storm sewer system components within the Town's right-of-way, such as conveyance pipes, manholes, catch basins, GI measures, and other BMPs are maintained and in good working order. Maintenance of these measures falls under the Town's standard operating procedures for stormwater assets. **Additional information about maintenance of stormwater treatment measures is provided in the SMCWPPP Green Infrastructure Design Guide, Chapter 6.**

Most stormwater facilities located in the Town of Colma are owned and maintained by private property owners, and not the Town of Colma. These property owners include, but are not limited to, Homeowners Associations (HOAs), property management companies, school districts, commercial/industrial site owners, and residential homeowners. They are responsible for the care and management of their facilities, and are expected to conduct regular stormwater inspections.

To ensure successful maintenance of installed GI measures on development projects, the Town requires the project proponent to sign a statement accepting responsibility for operation and maintenance through an O&M Agreement. Through such an agreement, the project proponent accepts responsibility for O&M of the installed GI measures until such responsibility is legally transferred to another entity. Acceptance of maintenance responsibility can be documented via another legally enforceable agreement or mechanism allowed per Provision C.3.h. of the MRP. Assumption of responsibility for O&M may be documented through various means. Such means may include written text included in project deeds or conditions, covenants and restrictions (CCRs) for multi-unit residential projects that require the homeowner's association, or, if there is no association, each individual owner, to assume responsibility for the O&M of the installed GI measures.

The minimum requirements of any O&M Agreement are listed below:

- Full description of the stormwater treatment measures to be maintained;
- An O&M Plan describing the schedule for maintenance;
- Provisions for access by SFRWQCB staff, mosquito and vector control agency staff, and Town staff;
- Requirements for property owner(s) to maintain the function of the stormwater treatment system(s) and, if applicable, hydromodification management control(s); and

- Mechanism for denoting that O&M responsibilities "run with the land" (that is, are conveyed to the new owner when a property is transferred).

The Town has developed a Business Inspection Plan (BIP) and Enforcement Response Plan (ERP) describing the process how the Town inspects GI measures on development projects for enforcement of proper installation and maintenance.

10.4 Implementation of Public Green Infrastructure

10.4.1 Internal Policies that Support GI Implementation

The Town maintains an ongoing list of prioritized GI opportunities, based on a screening of its Capital Improvement Program, as discussed in Chapter 4. This list is updated annually with new opportunities. The Town will strive to incorporate GI on the following types of projects:

- New construction and substantial upgrades to Town facilities, including public buildings, offices, stations, parking lots, corporation yards, which are found to have GI potential.
- Transportation projects for which the Town is a sponsor or participant, including roadway widening or reconstruction, streetscape improvements, "complete streets" projects, traffic calming, safe routes to schools, and other projects that involve roadway reconfiguration, which are found to have GI potential.
- Storm drain capacity improvement or reconfiguration projects which are found to have GI potential.
- Parks improvements projects which are found to have GI potential.

When a project is found to be Provision C.3 Regulated, measures are installed in accordance with the Provision C.3 requirements of the MRP. Otherwise, alternative sizing criteria might be used, as discussed in Section 6.3.3.

If a project is reviewed for GI potential and it is found that implementation of GI is infeasible, the reasons for infeasibility are documented, and the project removed from the Town's map and list of prioritized projects.

Bioretention area located at Target in Serramonte Shopping Center.

10.4.2 Early Project Implementation

The Town's existing and potential GI projects are summarized in Appendix C. These include both private projects which are required to construct GI due to being Provision C.3-regulated projects as well as public voluntary GI projects.

During the development of this GI Plan, the Town explored various GI opportunities which are appropriate to the context and character of the Town.

These opportunities include the following:

- **Mission Road Bicycle and Pedestrian Improvement Project.** This bicycle and pedestrian improvement project will include the construction of stormwater curb extensions, which integrate a bulb-out and bioretention area.
- **Serramonte Boulevard / Collins Avenue Master Plan.** A Master Plan development effort is underway to develop recommended pedestrian safety enhancements, traffic calming treatments, and green infrastructure improvements along Serramonte Boulevard and Collins Avenue, between El Camino Real and Junipero Serra Boulevard.
- **Hillside Boulevard Phase II Project.** This project will enhance safety for pedestrians, bicyclists, and vehicles along Hillside Boulevard between Lucky Chances Casino and Sand Hill Road. This

project involves a grind and overlay treatment, restriping, and new signage and lighting. The project is currently unfunded, but the Town hopes to obtain grant funds. The Town plans to include green infrastructure, such as bioretention areas, in the project similar to those installed as part of Phase I of this project.

Concept sheets for these prioritized projects, including a description and approximate schedule for completion, are included in Appendix E. Appendix E also includes an approximate schedule for the Town's current GI opportunities.

10.4.1 Workplan to Complete Prioritized Projects

MRP Provision C.3.j.i.(2)(j) requires each Permittee to complete the following:

> *"A workplan to complete prioritized projects identified as part of a Provision C.3.e. Alternative Compliance program or part of Provision C.3.j. Early Implementation."*

The schedule and early implementation concept sheet in Appendix E and the Town's CIP serve as the initial workplan to complete prioritized projects. The Town's list of prioritized projects will be continuously updated and will eventually include projects identified through the San Mateo Countywide SSMP.

10.5 Plan Updates Process

The GI Plan is intended to be a "living" document, periodically updated to reflect the outcomes of the Town's adaptive management process, adjusting to reflect lessons learned and used to track GI implementation progress. The text of the GI Plan need not necessarily be updated in the future; however, as time progresses, the Town may reassess the adequacy of its tools or implementation strategies to secure achievement of GI Plan milestones. Table 12 proposes a preliminary schedule for when various elements of the GI Plan will be revisited. The Town may change or modify this schedule without updating this section.

Table 12. *Green Infrastructure Plan Update Schedule.*

GI Plan Implementation Element	GI Plan Reference Section	What will be updated	Update Schedule
GI Milestones Progress	Chapter 3.0, GI Milestones	Tracking of progress towards meeting GI milestones	**Annually.** This will be tracked via the Town's internal database until 2021, or when the San Mateo Countywide SSMP is developed.
Capital Improvement Program Screening	Chapter 4.0, Project Identification and Prioritization	Town's internal screening database	**Annually.**
Tracking of GI Projects	Chapter 5.0, Project Tracking	Town's internal database and public GI map	As needed (**annually**, at a minimum).
Tracking of GI Projects	Chapter 5.0, Project Tracking	Chapter 5.0, Project Tracking	**2021**, or when the San Mateo Countywide SSMP is developed.
Guidelines and Specifications	Chapter 6.0, Guidelines and Specifications	GI Guidelines and Standards	**Every 5 years**, the Town will reassess the applicability of the Countywide GI Guidelines and Standards and review the potential for updating Town-specific standards and details.
Planning Document Updates	Chapter 7.0, Integration with Other Planning Documents	Section 7.6, Future Updates	**2021**, or when planning document modifications are complete.
Funding Options	Chapter 8.0, Funding Options	Section 8.3, Funding Strategies	Revisit **every 5 years** to assess whether funding strategies are adequate.
Outreach and Education	Chapter 9.0, Outreach and Education	Internal outreach and education strategy	Participate at the Countywide level (estimated **2 times per year**) to support outreach and education about GI.
Programs and Policies	Chapter 10.0, Implementation Approach	Standard Operating Procedures, Municipal Code, and Policies	Revisit **every 5 years** to assess whether implementation approach is adequate.

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GREEN INFRASTRUCTURE PLAN APPENDICES (COLMA)

A. Glossary

B. Capital Improvements Program Green Infrastructure Potential Screening Flowcharts

C. Existing Projects and Future Opportunities

   a. Water Resources

   b. FEMA 100-yr Flood Plain

   c. Sea Level Rise

   d. Prioritized Green Streets Projects

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APPENDIX A: Glossary

Several terms used in this green infrastructure may be unfamiliar to readers. For the reader's convenience, definitions of key terminology have been adapted from various sources in the table below.

Key Term	Definition	References
Bioretention Area	A type of low impact development treatment measure designed to have a surface ponding area that allows for evapotranspiration and filters water through 18 inches of engineered biotreatment soil. After the water filters through the engineered soil, it encounters a 12-inch layer of rock in which an underdrain is typically installed to convey treated water to the storm drain system. Also known as a "Stormwater Planter".	*C.3 Regulated Projects Guide* – Glossary (SMCWPPP 2016) *Green Infrastructure Design Guide* (SMCWPPP 2019b)
Bioswale	See "Bioretention Area".	
Biotreatment	A type of low impact development treatment allowed under Provision C.3.c. of the MRP. Biotreatment areas must be designed to have a surface area no smaller than what is required to accommodate a 5 inches/hour stormwater runoff surface loading rate and must use biotreatment soil as specified under the MRP (Appendix K of the C.3 Regulated Projects Guide).	*C.3 Regulated Projects Guide* – Glossary (SMCWPPP 2016)
Bulb-outs	Synonymous with "Curb Extension". Bulb-outs are extensions of the curb, gutter, and sidewalk into the roadway, typically located at street crossings such as intersections or mid-block crosswalks. They are a traffic calming and pedestrian safety enhancement measure that reduce the crossing distance for pedestrians. Stormwater curb extensions are curb extensions that incorporate the use of stormwater treatment	*Green Infrastructure Design Guide*

	through the use of stormwater planters or other green infrastructure measures.	(SMCWPPP 2019b)
Complete Streets	A complete street is a transportation facility that is planned, designed, operated, and maintained to provide safe mobility for all users, including bicyclists, pedestrians, transit vehicles, truckers, and motorists, appropriate to the function and context of the facility. Every complete street looks different, according to its context, community preferences, the types of road users, and their needs.	Caltrans Division of Transportation Planning – Office of Smart Mobility and Climate Change
Detention Basin	Detention is the process of providing temporary storage of stormwater runoff in ponds, vaults, bermed areas, or depressed areas to allow treatment by sedimentation and metered discharge of runoff at reduced peak flow rates. In more urban situations, detention can also be provided by using rock filled trenches or suspended paving systems directly adjacent to other treatment measures to allow them to store water and treat it over a longer period.	*Green Infrastructure Design Guide* (SMCWPPP 2019b)
Directly Connected Impervious Area	The area covered by a building, impermeable pavement, and/or other impervious surfaces, which drains directly into the storm drain without first flowing across permeable land area (e.g., turf buffers).	*C.3 Regulated Projects Guide* – Glossary (SMCWPPP 2016)
Dry Weather Runoff	Runoff that occur during period without rainfall. In a natural setting, dry weather runoff result from precipitation that infiltrates into the soil and slowly moves through the soil to the creek channel. Dry weather runoff in storm drains may result from human activities, such as over-irrigation.	*C.3 Regulated Projects Guide* – Glossary (SMCWPPP 2016)
Evapotranspiration	Evaporating water into the air directly or through plant transpiration.	*C.3 Regulated Projects Guide* - Glossary (SMCWPPP 2016)

Fiscal Year	A fiscal year is twelve consecutive months ending on the last day of any month except December.	IRS.gov
Flow-through Planter Box	A flow-through planter box is a contained landscape area designed to capture and retain stormwater runoff. It is fully lined and connected via an underdrain to a stormwater system.	*Green Infrastructure Design Guide* (SMCWPPP 2019b)
Green Building	Green building is the practice of creating structures and using processes that are environmentally responsible and resource-efficient throughout a building's lifecycle from siting to design, construction, operation, maintenance, renovation and deconstruction.	United States Environmental Protection Agency https://www.epa.gov/land-revitalization/green-buildings (Accessed 6/12/19)
Green Gutters	Green gutters help capture and slow stormwater runoff within very arrow and shallow landscaped areas.	*Green Infrastructure Design Guide* (SMCWPPP 2019b)
Green Infrastructure	Green infrastructure comprises a range of natural and built approaches to stormwater management–such as rain gardens, bioretention, and permeable paving–that mimic natural systems by cleaning stormwater and letting it absorb back into the ground. Green infrastructure could reduce the amount of runoff that enters the traditional piped stormwater system below ground and could prevent overflows that pollute nearby water bodies.	United States Environmental Protection Agency
Green Roof	Green roofs are landscaped systems placed on rooftops designed to capture rainfall and allow to evaporate back into the air before runoff is created.	*Green Infrastructure Design Guide* (SMCWPPP 2019b)
Green Streets	Green Streets are defined as streets that maximize permeable surfaces, tree canopy, and landscaping elements in order to divert stormwater from the sewer system; filter and reduce the amount of polluted stormwater entering rivers and streams;	

	increase urban greenspace; improve air quality and reduce ambient air temperature; and improve watershed health. There is some evidence that Green Streets also improve pedestrian and bicycle safety and promote travel by these modes.	
Gray Infrastructure	Gray infrastructure is defined as traditional brick, mortar, and concrete construction to remove stormwater from its source and transport it to a downstream outfall or treatment facility.	Shamsi, U.M., J.W. Schombert, and L.J. Lennon. 2014. *SUSTAIN Applications for Mapping and Modeling Green Stormwater Infrastructure.* Journal of Water Management Modeling C379. doi: 10.14796/JWMM.C379
Groundwater Recharge	Groundwater recharge is the process in which surface flows are stored for a period sufficient for water to percolate into the soil or groundwater table.	Caltrans Willits Bypass Project Mitigation and Monitoring Proposal
Hydromodification	The modification of a stream's hydrograph, caused in general by increases in flows and durations that result when land is developed (e.g., made more impervious). The effects of hydromodification include, but are not limited to, increased bed and bank erosion, loss of habitat, increased sediment transport and deposition, and increased flooding.	NPDES No. CAS612008 Glossary
Impervious Surface	A surface covering or pavement of a developed parcel of land that prevents the land's natural ability to absorb and infiltrate rainfall/stormwater. Impervious surfaces include, but are not limited to, roof tops; walkways; patios; driveways; parking lots; storage areas; impervious concrete and asphalt; and any other continuous watertight pavement or covering. Landscaped soil and pervious pavement, including pavers with pervious openings and seams, underlain with pervious soil or pervious storage	NPDES No. CAS612008 Glossary

	material, such as a gravel layer sufficient to hold at least the C.3.d volume of rainfall runoff are not impervious surfaces. Open, uncovered retention/detention facilities shall not be considered as impervious surfaces for purposes of determining whether a project is a Regulated Project under Provisions C.3.b. and C.3.g. Open, uncovered retention/detention facilities shall be considered impervious surfaces for purposes of runoff modeling and meeting the Hydromodification Standard.	
Infiltration	The process of slowing, filtering, and soaking stormwater runoff into native soil. Greater infiltration can often be achieved, as necessary, by employing a specified biotreatment soil mix and aggregate storage prior to infiltration into native soil.	*Green Infrastructure Design Guide* (SMCWPPP 2019b)
Infiltration Trench	Infiltration systems are underground facilities and structures designed to collect and temporarily store runoff, such as a gravel filled trench, pipe or vault, and allows the water to infiltrate into surrounding subsurface soils. In some cases, it can include an underdrain.	*Green Infrastructure Design Guide* (SMCWPPP 2019b)
Low Impact Development (LID)	A sustainable practice that benefits water supply and contributes to water quality protection. Unlike traditional storm water management, which entails collecting and conveying storm water runoff through storm drains, pipes, or other conveyances to a centralized storm water facility, LID focuses on using site design and storm water management to maintain the site's pre-development runoff rates and volume. The goal of LID is to mimic a site's predevelopment hydrology by using design techniques that infiltrate, filter, store, evaporate, and detain runoff close to the source of rainfall.	*Green Infrastructure Design Guide* (SMCWPPP 2019b)
Municipality	A municipality is a city, county, city and county,	California Air Resources

	special district, a public agency of the State of California, and any department, division, public corporation, or public agency of this State or two or more entities acting jointly, or the duly constituted body of an Indian reservation or rancheria.	Board FAQ
Non-Potable Water Supply	Any water, including reclaimed water, not meeting current potable water standards. Water which is suitable for beneficial uses excluding human consumption. Specifically excluded from this definition is "gray water."	California State Water Resources Control Board – Guidelines for Distribution of Nonpotable Water (1992).
Percolation	Percolation is the internal drainage rate of a substrate (in mm/hr) in the same way that infiltration indicates the capacity to infiltrate water into the surface of the substrate.	Caltrans Office of Stormwater Prevention – Soil Resource Evaluation
Pervious Surface	A natural, landscaped, or permeable hardscape (e.g., turf block, brick, natural stone, cobbles, gravel) that allows surface runoff to infiltrate into underlying soils.	*C.3 Regulated Projects Guide* – Glossary (SMCWPPP 2016)
Polychlorinated Biphenyls	PCBs are a group of man-made organic chemicals consisting of carbon, hydrogen and chlorine atoms. The number of chlorine atoms and their location in a PCB molecule determine many of its physical and chemical properties. PCBs have no known taste or smell, and range in consistency from an oil to a waxy solid. PCBs belong to a broad family of man-made organic chemicals known as chlorinated hydrocarbons. PCBs were domestically manufactured from 1929 until manufacturing was banned in 1979. They have a range of toxicity and vary in consistency from thin, light-colored liquids to yellow or black waxy solids. Due to their non-flammability, chemical stability, high boiling point and electrical insulating properties, PCBs were used in hundreds of industrial and commercial applications.	EPA.gov
Public Right-of-	Public right-of-way is defined as the right of passage	Black's Law Dictionary

Way	held by the public in general to travel on roads, freeways, and other thoroughfares.	1351 (8th ed. 2004).
Reasonable Assurance Analysis (RAA)	From a regulatory perspective, reasonable assurance is defined as the demonstration that the implementation of control measures will, in combination with operation of existing or proposed storm drain system infrastructure and management programs, result in sufficient pollutant reductions over time to meet total maximum daily load (TMDL) wasteload allocations, water quality-based effluent limits (WQBELs), or other water quality targets specified in a municipal separate storm sewer system (MS4) permit1 (United States Environmental Protection Agency [USEPA], 2017). From the perspective of a stakeholder in the watershed who is focused on the improvement of water quality or restoration of a beneficial use of a waterbody, reasonable assurance is the demonstration and a commitment that specific management practices are identified with sufficient detail (and with a schedule for implementation) to establish that necessary improvements in the receiving water quality will occur. From the perspective of an MS4 Permittee, reasonable assurance is a detailed analysis of TMDL wasteload allocations (WLAs), associated permit limitations, and the extent of stormwater management actions needed to achieve TMDL WLAs and address receiving water limitations. RAAs may also assist in evaluating the financial resources needed to meet pollutant reductions based on schedules identified in the permit, TMDL, or stormwater management plan, and in preparing associated capital improvement plans.	BASMAA (Bay Area Stormwater Management Agencies Association). 2017. *Bay Area Reasonable Assurance Analysis Guidance Document.* BASMAA, Oakland, CA.
Rainwater	Rainwater harvesting is defined as a method for	Boers, T. M. *Rainwater*

[1] All references to a permit in this document refer to the 2015 version (MRP 2.0).

Harvesting	inducing, collecting, storing, and conserving local surface runoff for agriculture in arid and semi-arid regions.	*Harvesting in Arid and Semi-Arid Zones*. International Institute for Land Reclamation and Improvement, 1997.
Regulated Projects	Development projects as defined in provision C.3.b.ii	NPDES No. CAS612008 Glossary
Special Projects	Certain types of smart growth, high density and transit-oriented development projects that are allowed, under Provision C.3.e.ii of the MRP, to receive LID treatment reductions.	*C.3 Regulated Projects Guide* – Glossary (SMCWPPP 2016)
Sustainable Streets	Sustainable streets are multimodal rights of way designed and operated to create benefits relating to movement, ecology and community that together support a broad sustainability agenda embracing the three E's: environment, equity, and economy.	*Green Infrastructure Design Guide* - Chapter 3 (SMCWPPP 2019b)
Vegetated Swale	Shallow landscaped areas designed to capture, convey, and potentially infiltrate stormwater runoff as it moves downstream.	*Green Infrastructure Design Guide* (SMCWPPP 2019b)
Wasteload Allocation	A portion of a receiving water's TMDL that is allocated to one of its existing or future point sources of pollution.	NPDES No. CAS612008 Glossary
Watershed	A watershed is defined as the area where precipitation drains to a common waterway, such as a stream, lake, estuary, wetland, or the ocean.	Merrick JRW, Parnell GS, Barnett J, Garcia M (2005). *A multiple-objective decision analysis of stakeholder values to identify watershed improvement needs.*

APPENDIX B: Capital Improvements Program GI Potential Screening Flowcharts

Part 1: Initial Screening	
No Potential	**Eliminate from List**
No exterior work (e.g., interior remodel)	
Exterior building upgrades or equipment	
Development or funding of municipal programs	
Technical studies, data collection, or training	
Construction of streetlights and traffic signals	
Minor bridge and culvert repairs/replacement	
Non-stormwater utility projects	
Equipment purchase or maintenance	
Irrigation system installation, upgrades, or repairs	
Too Late to Change	
Project has gone to bid or is under construction	
Project is too far along in design stage to make changes (up to Agency judgment based on schedule and budget considerations)	
Too Early to Assess	**Eliminate from list, but reconsider next FY**
Not enough information to assess project for GI potential	
Maintenance/Minor Construction	**Eliminate from List**
Project is for maintenance purposes only or is minor in nature, and maintains the existing lines, grades, and capacity of the original facility. In addition, the project is not concentrated in one location and includes multiple work orders throughout various locations in the City. For example:	
1. Pavement maintenance/replacement	
2. Sidewalk, curb and gutter repairs	
3. ADA ramps and other improvements	
Project meets the above criteria but includes at least 5,000 SF of impervious surface created or replaced in a single contiguous area.	**Move to Part 2**
All other projects	

Part 2: Assessment of GI Potential	
Project involves: Alternations to existing building's roof drainage New/replaced pavement or drainage structures Concrete work Landscaping, including tree planting Streetscape and intersection improvements	**Move to Part 3**
Project is of these retrofit types: Road Diet Bike/Ped Facilities Pavement Reconstruction Street Beautification Tree Planting Park/Landscaping Retrofit Drainage Reconstruction Parking Lot Building	
Project is a master planning document, such as a Bike/Ped Master Plan, Parks Master Plan, or Storm Drain Master Plan	Assess possibility of integrating green infrastructure into these Master Planning Documents. **Associated individual projects move to Part 3**
Project is subject to C.3 requirements	Project must include GI per Provision C.3 Requirements.
None of the above categories apply	Individually assess for GI Potential. If no potential exists, document why GI is impracticable.

Part 3: Preliminary Design

Step 1: Information Collection / Reconnaissance

- Locate roof leaders and discharge points.
- Look for opportunities to substitute pervious pavements for impervious pavements.
- Identify available landscaped or paved areas adjacent or downgradient from paved or roof areas.
- Locate nearby storm drains.
- Assess potential for infiltration and groundwater depth.
- Assess potential for connection of underdrain (typ. 2-2.5 below bioretention area surface).

Step 2: Preliminary Sizing and Drainage Analysis

- Delineate drainage areas.
- Identify pathways to direct drainage from roof and pavement areas to potential GI facilities.
- Preliminary sizing of GI facilities.

Step 3: Barriers and Conflicts

- Identify barriers and conflicts:
  - Utility conflicts.
  - Property ownership.
  - Availability of water supply for irrigation.
  - Integration of GI features vs. "add-on".
- Presence of barriers or conflicts does not necessarily mean GI is infeasible but may affect cost or public acceptance.

Step 4: Budget and Schedule

- Budget considerations:
  - Sources of funding that might be available for GI.
  - Potential savings achieved by integrating with other planned projects (e.g. bike/ped, beautification, etc.) or reducing cost of "gray" drainage facilities.
- Schedule considerations:
  - Constraints on schedule due to regulatory mandates, grant requirements, etc.
  - Whether schedule allows time for any design changes needed to incorporate GI.
  - Whether schedule allows time to align separate funding for GI features.

Step 5: Results of Assessment

- Does the project have GI potential?
  - Consider results of previous steps.
  - Consider ancillary benefits of GI.
- Does it make sense to include GI in this project, if funding was available for the incremental costs of GI elements?

APPENDIX C: GI Project Prioritization Maps

a. **Water Resources**

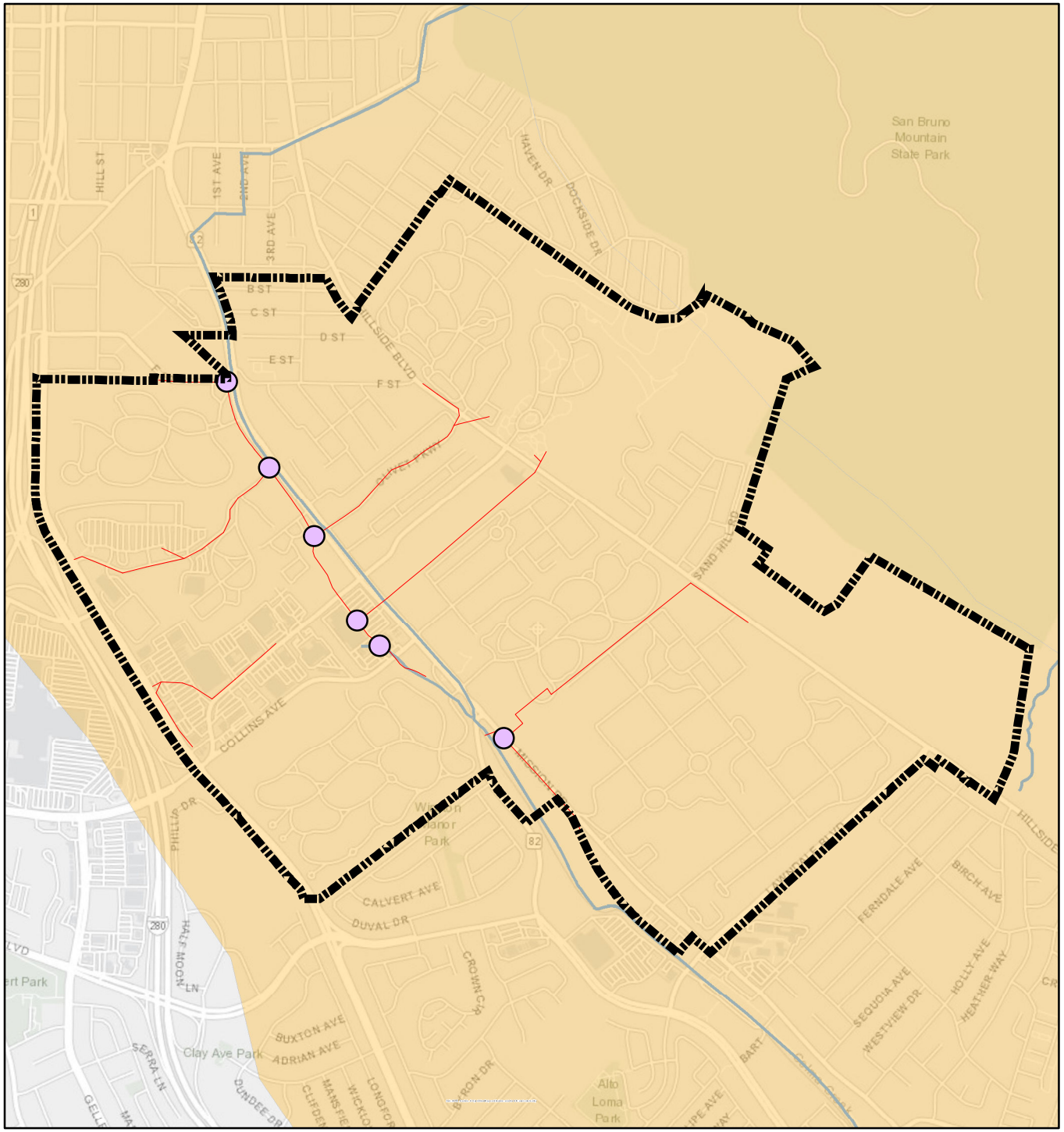
b. **FEMA 100-yr Flood Plain**

c. **Sea Level Rise**

d. **Prioritized Green Streets Projects**

e. **Prioritized LID and Regional Projects**

f. **Existing and Potential Green Infrastructure Projects**



Town of Colma: Water Resources

Legend

- Town Boundary
- Storm Drain Outfalls
- Storm Drains
- Groundwater Basins
- Waterways

[1]San Mateo Countywide Water Pollution Prevention Program (SMCWPPP). (2017, February). *Stormwater Resource Plan for San Mateo County.* Prepared by Paradigm Environmental & Larry Walker Associates, Inc. City/County Association of Government, SMCWPPP, Redwood City, CA. http://ccag.ca.gov/srp/

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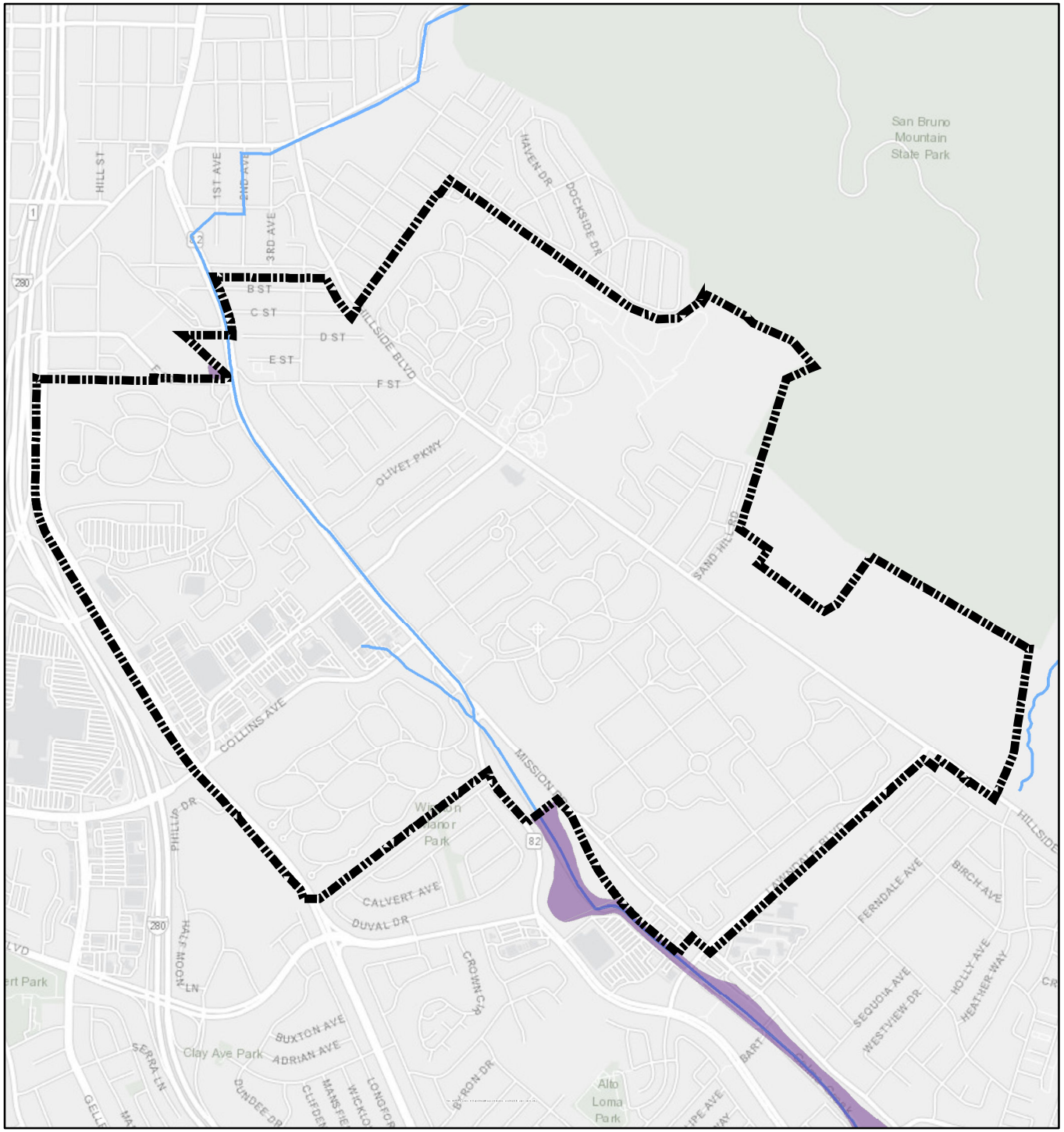

Town of Colma: FEMA 100-yr Flood Plain

Legend

- Town Boundary
- Waterways
- FEMA 100-yr Flood Plain[1]

[1]San Mateo Countywide Water Pollution Prevention Program (SMCWPPP). (2017, February). *Stormwater Resource Plan for San Mateo County*. Prepared by Paradigm Environmental & Larry Walker Associates, Inc. City/County Association of Government, SMCWPPP, Redwood City, CA. http://ccag.ca.gov/srp/

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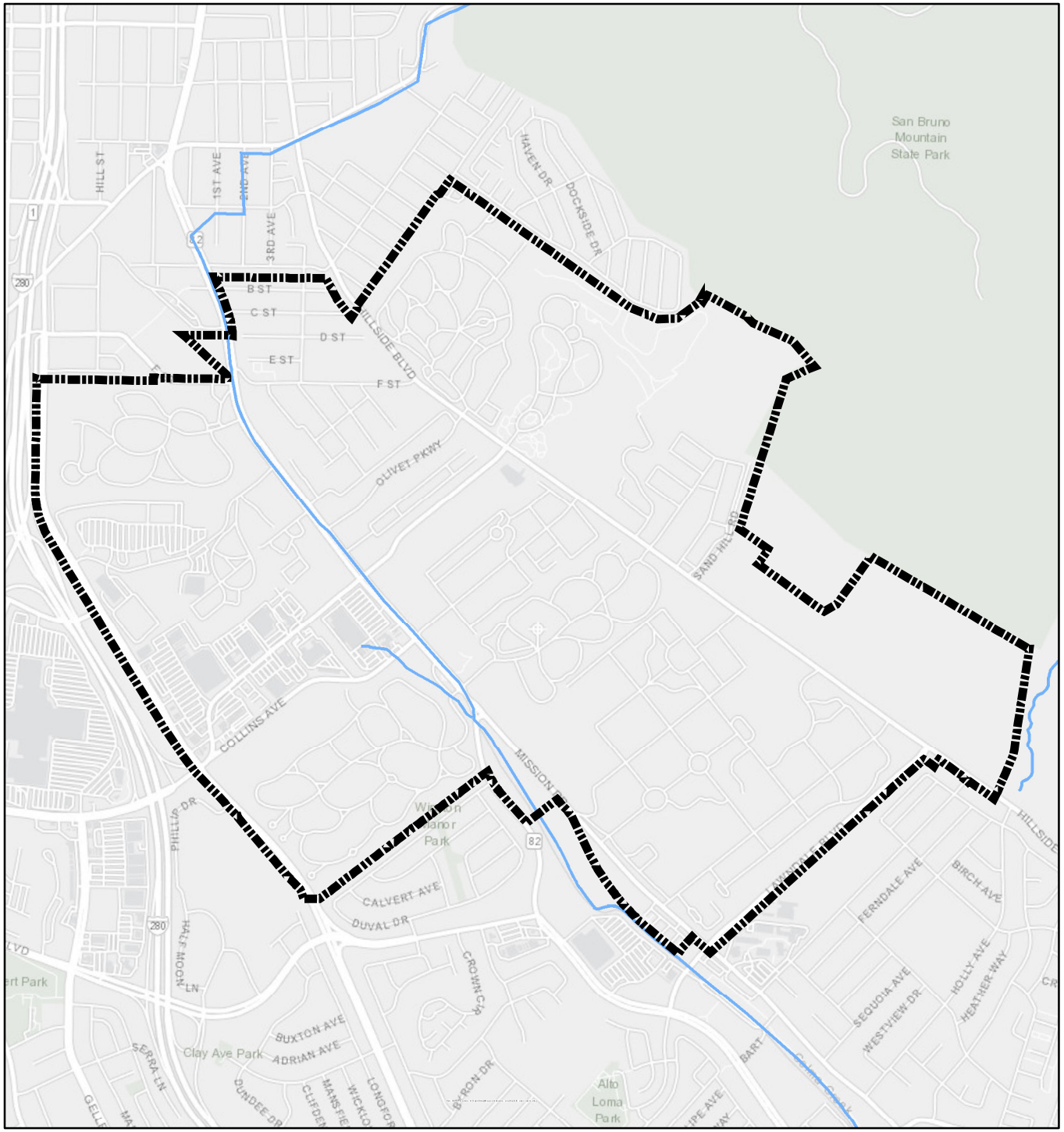

Town of Colma: Sea Level Rise

Legend

- Town Boundary
- Waterways
- Sea Level Rise 100 [1]
- Sea Level Rise 200 [1]

[1]San Mateo Countywide Water Pollution Prevention Program (SMCWPPP). (2017, February). *Stormwater Resource Plan for San Mateo County.* Prepared by Paradigm Environmental & Larry Walker Associates, Inc. City/County Association of Government, SMCWPPP, Redwood City, CA. http://ccag.ca.gov/srp/

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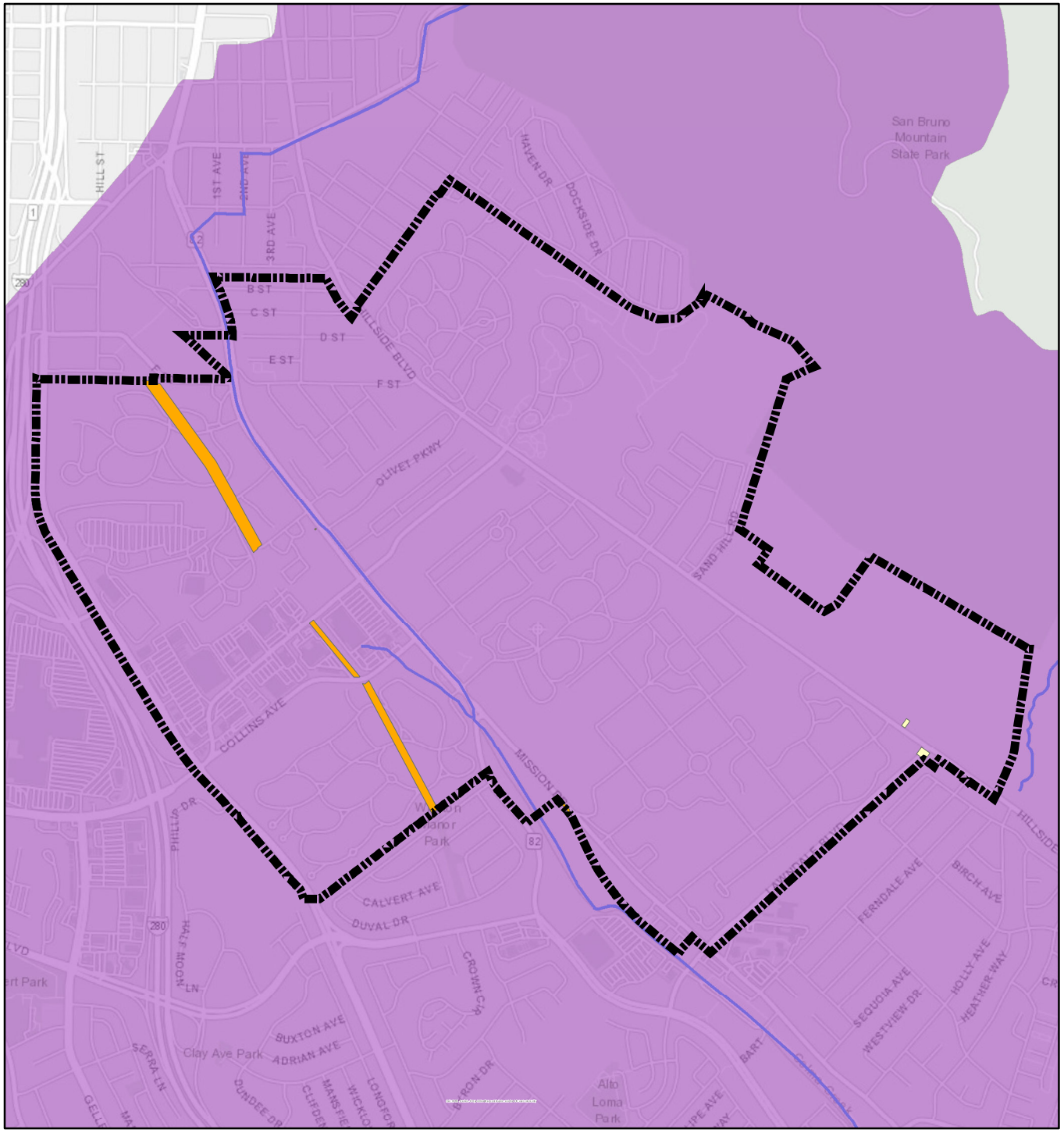

Town of Colma: Prioritized LID and Regional Projects

Legend

- Town Boundary
- Waterways

LID Projects Prioritized [1]

- Low Priority
- Medium Priority
- High Priority
- Regional Project Drainage Areas

[1]San Mateo Countywide Water Pollution Prevention Program (SMCWPPP). (2017, February). *Stormwater Resource Plan for San Mateo County.* Prepared by Paradigm Environmental & Larry Walker Associates, Inc. City/County Association of Government, SMCWPPP, Redwood City, CA. http://ccag.ca.gov/srp/

Note: The Stormwater Resource Plan for San Mateo County identified and prioritized low impact development (LID) and Regional Projects based on screening and prioritization criteria applied Countywide. This data will be further reviewed, refined, and added to as the Green Infrastructure Program develops with agency-specific knowledge. Part of this refinement effort will take place through the Sustainable Streets Master Plan (estimated 2021 completion).

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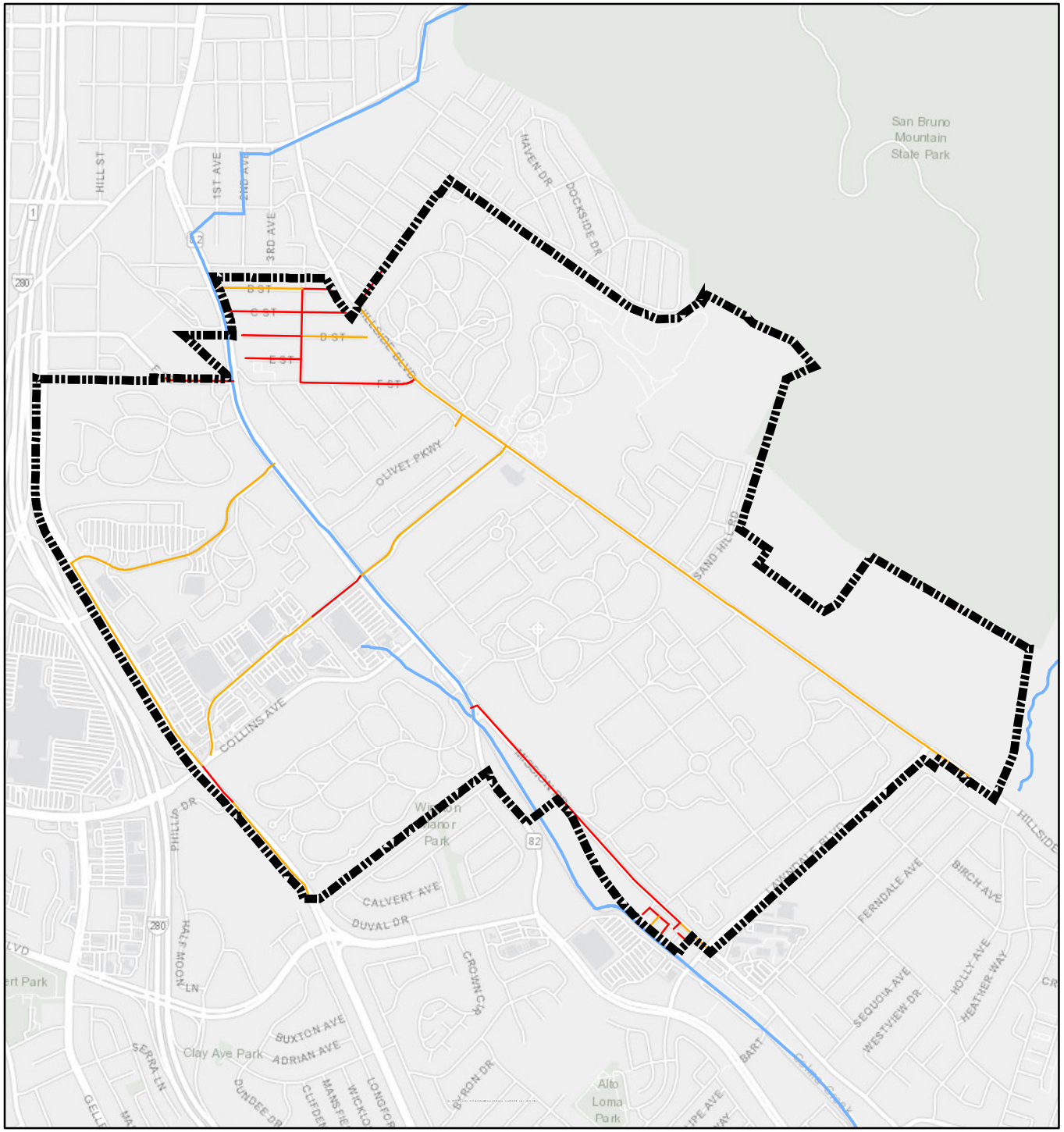

Town of Colma: Prioritized Green Streets

Legend

- Town Boundary
- Waterways

Green Streets Prioritized[1]

- Low Priority
- Medium Priority
- High Priority

[1]San Mateo Countywide Water Pollution Prevention Program (SMCWPPP). (2017, February). *Stormwater Resource Plan for San Mateo County.* Prepared by Paradigm Environmental & Larry Walker Associates, Inc. City/County Association of Government, SMCWPPP, Redwood City, CA. http://ccag.ca.gov/srp/

Note: The Stormwater Resource Plan for San Mateo County identified and prioritized green streets based on screening and prioritization criteria applied Countywide. This data will be further reviewed, refined, and added to as the Green Infrastructure Program develops with agency-specific knowledge. Part of this refinement effort will take place through the Sustainable Streets Master Plan (estimated 2021 completion).

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Town of Colma
Green Infrastructure

No.	Project
1	Hillside Blvd. - Hoffman to Serramonte Blvd. (Green Street)
2	Colma Estates (Residential Subdivision)
3	Woodlawn Cemetery Mausoleum Addition
4	CarMax Dealership (Auto Dealership Construction)
5	Hills of Eternity (Cemetery Expansion)
6	Colma Medical Office Building
7	Golden Hill Memorial (Cemetery Construction)
8	Colma Veterans Housing (Housing Project)
9	Town Hall Renovation (Public Facility Renovation)
10	Lexus of Serramonte (Auto Dealership Renovation)
11	Target (Retail Expansion)
12	Vivana Fair (Retail Development)
13	Mission Road SRTS and GI Improvements
14	Cypress Lawn - Phase III
15	Cypress Lawn Expansion - Phase IV
16	Serramonte Boulevard and Collins Avenue Master Plan
17	Hillside Boulevard Phase 2 Project

Legend

- City Boundary
- Waterways
- Existing Green Infrastructure
- Potential Green Infrastructure

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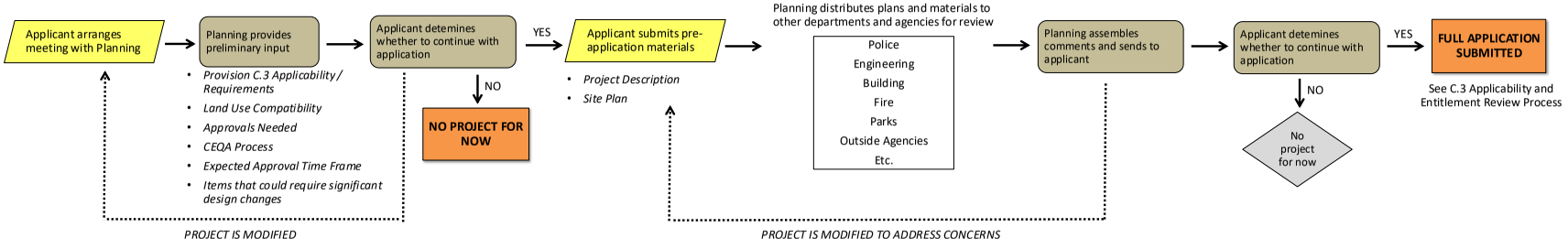
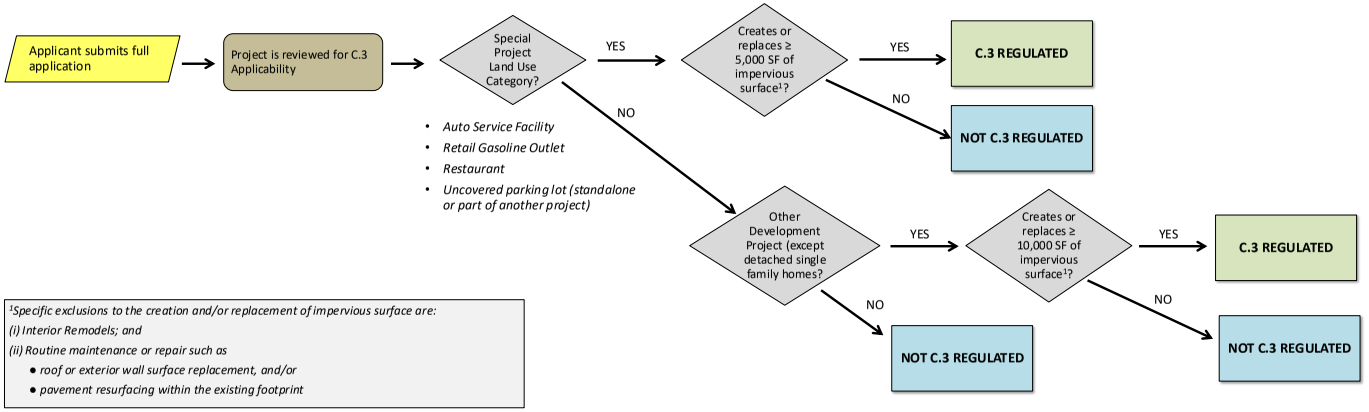
APPENDIX D: Development Review Flowcharts

DEVELOPMENT REVIEW PROCESS

Entitlement Pre-Application Review



Development and Redevelopment C.3 Applicability Review



[1]Specific exclusions to the creation and/or replacement of impervious surface are:
(i) Interior Remodels; and
(ii) Routine maintenance or repair such as
- roof or exterior wall surface replacement, and/or
- pavement resurfacing within the existing footprint

C.3 REGULATED PROJECT MEASURES

Applicant to complete the "C.3 and C.6 Development Review Checklist", and select appropriate:

- *Site Design Measures*
- *Source Control Measures*
- *Construction Best Management Practices*
- *Stormwater Treatment Measures*
- *Hydromodification Management Controls (if applicable)*

NON-C.3 REGULATED PROJECT MEASURES

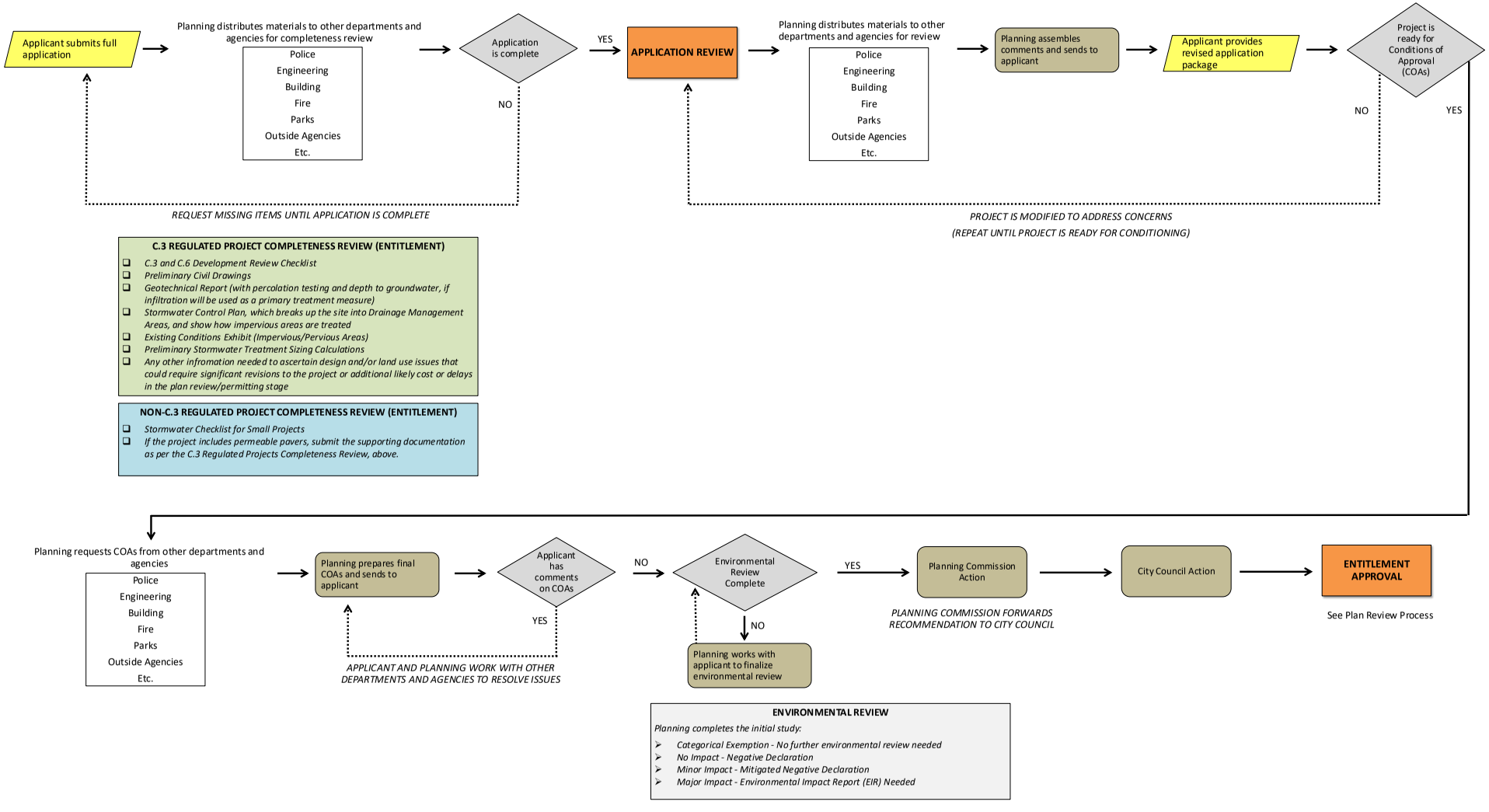
Applicant to complete the "Stormwater Checklist for Small Projects", and select appropriate:

- *Site Design Measures**
- *Source Control Measures*
- *Construction Best Management Practices*

**One or more site design measures are required for projects that create and/or replace 2,500 square feet or more of impervious surface. Otherwise, these measures are optional.*

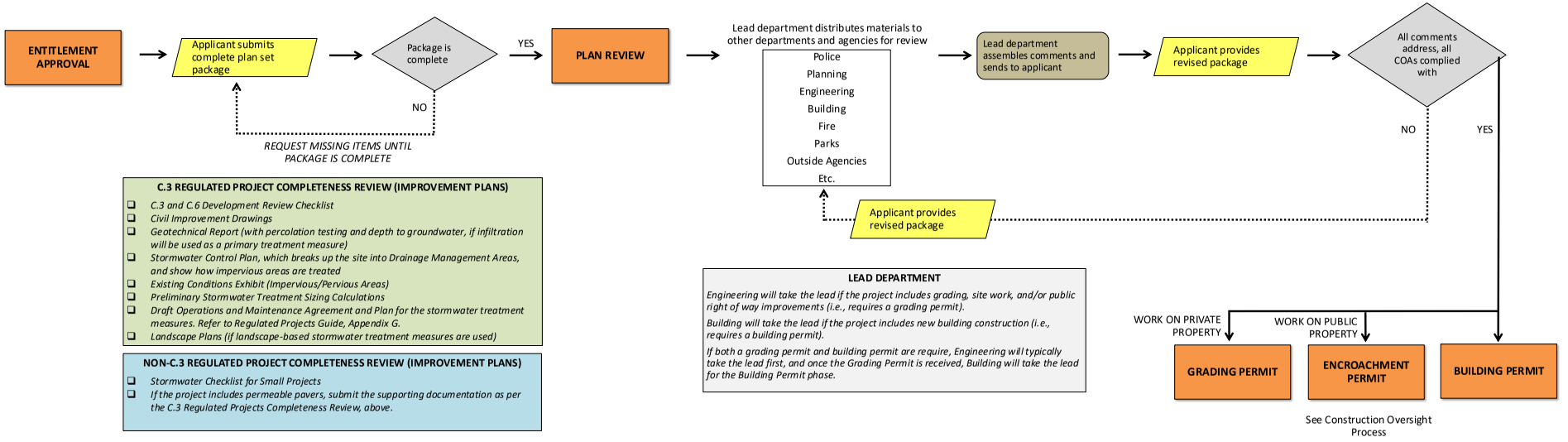
DEVELOPMENT REVIEW PROCESS

Entitlement Review

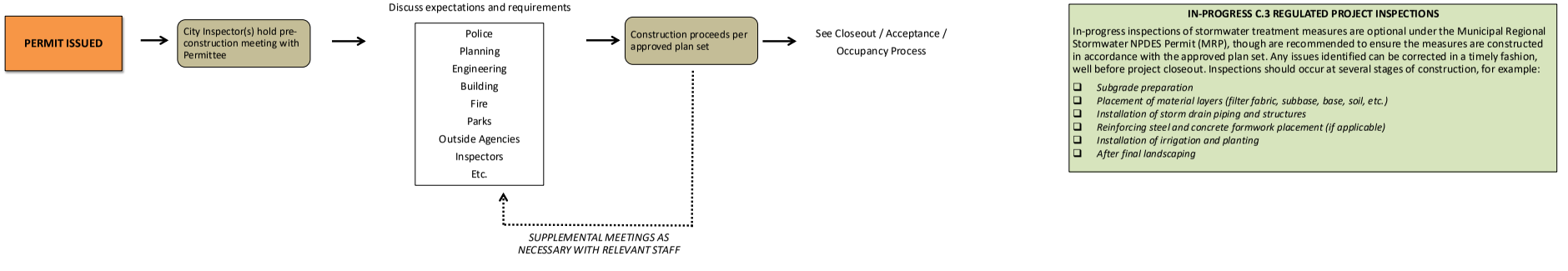


DEVELOPMENT REVIEW PROCESS

Plan Review

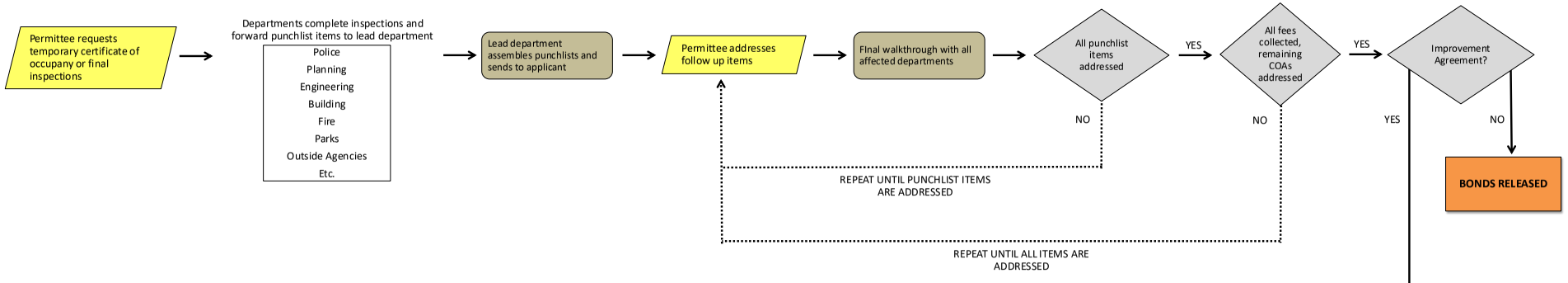


Construction Oversight



DEVELOPMENT REVIEW PROCESS

Closeout / Acceptance / Occupancy



C.3 REGULATED PROJECT PUNCHLIST ITEMS

- ❑ *Final inspection performed for stormwater treatment measures and hydromodification management measures and found all measures to be constructed per plans and fully operational, with no observed issues*
- ❑ *As-built plans which fully reflect the field conditions*
- ❑ *Operations and Maintenance (O&M) Agreement, per local standards, has been reviewed and recorded*
- ❑ *O&M Plan, per Appendix G of the Regulated Projects Guide and local standards, has been reviewed and attached to the O&M Agreement*

NON-C.3 REGULATED PROJECT PUNCHLIST ITEMS

- ❑ *As-built plans which fully reflect the field conditions*
- ❑ *If the project includes permeable pavers, submit the C.3 Regulated Projects Punchlist Items, above.*

APPENDIX E: Early Project Implementation Schedule and Concept Sheets

a. **Draft Schedule for Prioritized Projects**

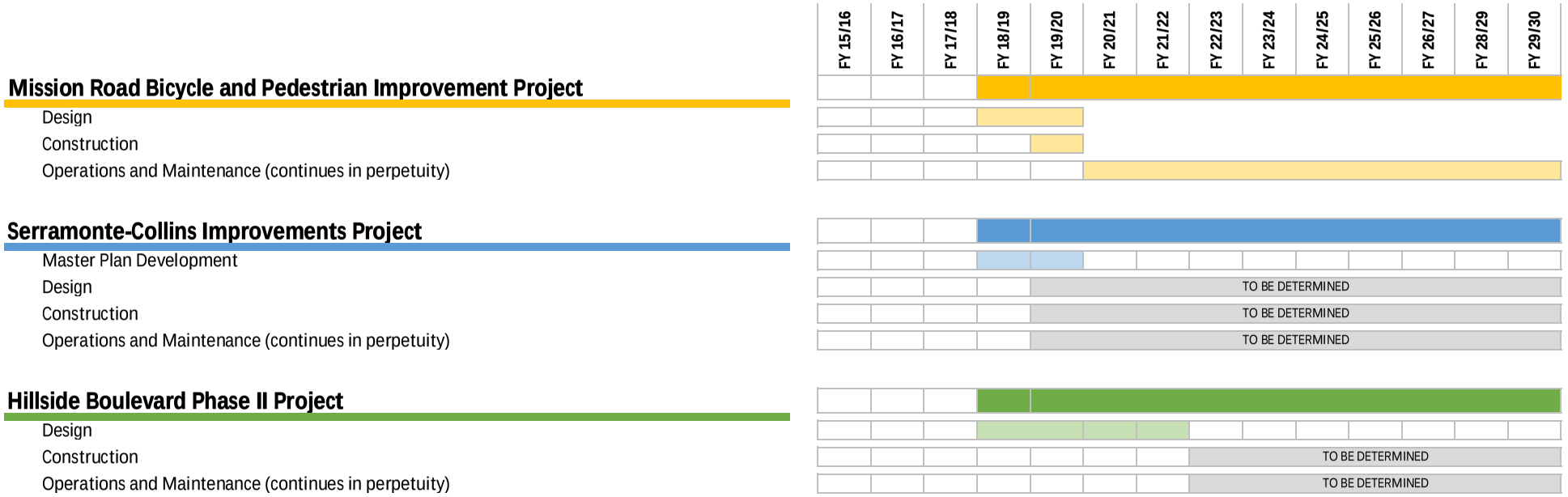
b. **Mission Road Bicycle and Pedestrian Improvement Project**

c. **Serramonte Boulevard / Collins Avenue Master Plan**

d. **Hillside Boulevard Phase II Project**

DRAFT SCHEDULE FOR PRIORITIZED GI PROJECTS

Town of Colma



Prioritized Project: 903 – Mission Road Bicycle and Pedestrian Improvement Project

Image Source: Rendering over Google Earth imagery (2018), CSG Consultants, Inc.

Site Information:

Location	Mission Road between El Camino Real and Lawndale Colma, CA 94014
Capture Area	59,350 square feet (per March 2017 grant application)
Impervious Area (%)	100%
Possible GI Measures	Bioretention Areas

Project Schedule:

Design of the project is proposed to start in 2019, with project completion in FY 19/20.

Project Cost:

The total project cost is estimated to be $1.6 million, and will be funded from a variety of sources, including the One Bay Area Grant, Measure A, Safe Routes to School, SB 1, and the General Fund.

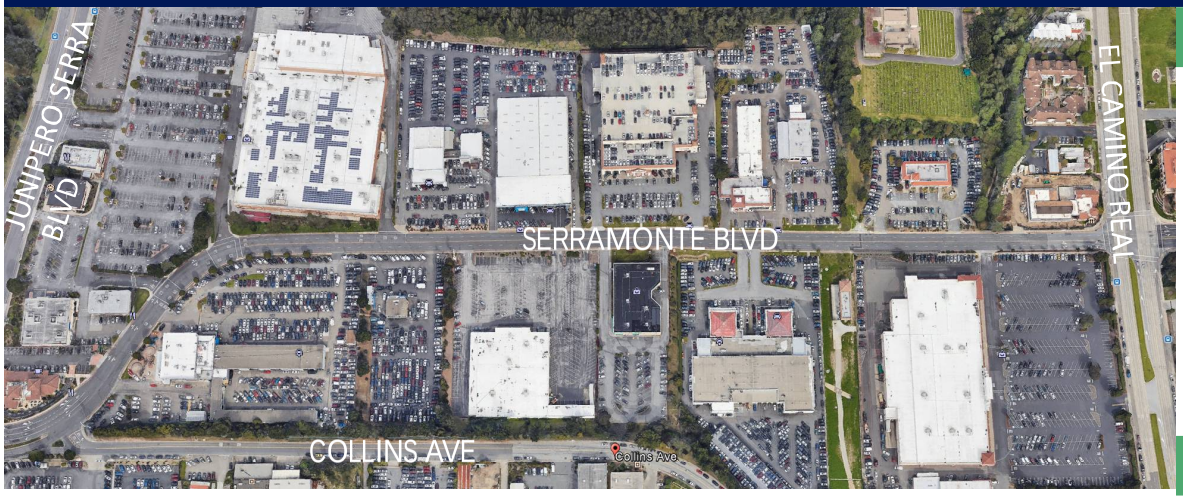
Project Description:

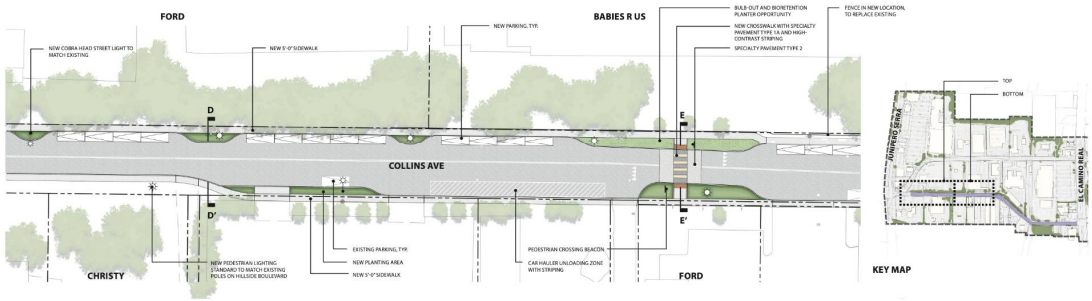
The Mission Road Bicycle and Pedestrian Improvements Project includes implementation of several safety related improvements for pedestrians, bicyclists, and vehicles along Mission Road between El Camino Real and Lawndale Boulevard. The project scope includes:

- Relocation and reconstruction of the existing curb, gutter, sidewalk, driveway approaches, and non-ADA compliant ramps.
- Addition of new continuous sidewalk.
- Extension of Class II bicycle lanes in the northbound direction.
- Construction of bulb-outs and high visibility crosswalks with rectangular rapid flashing beacons.
- Installation of energy efficient street lights.
- Construction of landscape planters for drainage and stormwater treatment purposes.

These improvements will address the safety concerns expressed by the community and improve the accessibility of the pedestrian and bicycle facilities in compliance with the San Mateo County Comprehensive Bicycle and Pedestrian Plan. This project also adheres to the Town of Colma's Circulation Plan, which consists of Complete Streets and Green Infrastructure policies.

Prioritized Project: 913 – Serramonte Boulevard / Collins Avenue Master Plan





Top Image Source: Google Earth imagery (2018); Bottom Image Source: Draft Serramonte Blvd Master Plan, prepared by Callander Associates and Dyett & Bhatia (May 2019)

Site Information:

Location	Serramonte Boulevard and Collins Avenue Colma, CA 94014
Capture Area	7.5± acres
Impervious Area (%)	100%
Possible GI Measures	Bioretention Areas

Project Schedule:

Completion of the Serramonte/Collins Master Plan is anticipated to be in the first quarter of 2019. The schedule for the recommended improvements has not yet been developed.

Project Cost:

The total cost of the Master Plan Development is $400,000. The cost of the associated improvements on Serramonte Boulevard and Collins Avenue is yet to be developed.

Project Description:

This project involves the development of a Master Plan for Serramonte Boulevard and Collins Avenue. The project includes:

- One through lane in each direction with a center two-way left-turn lane
- One travel lane in each direction, with a parking lane featuring intermittent planted bulbouts, wider sidewalks, and landscaping
- Flex Zone between the sidewalk and eastbound roadway: planted median, plaza, or drop-off Zone
- Potential to improve safety along the corridor by providing left-turn storage out of the travel lane

The proposed road diet would greatly improve access to the commercial sites along Serramonte Boulevard. A two-way center left turn lane would allow ingress and egress from all driveways along Serramonte Boulevard. Collins Avenue would gain traffic calming treatments and pedestrian enhancements. All of the recommended improvements are in line with the Complete Street polices contained in the General Plan.

Prioritized Project: 901 – Hillside Boulevard Phase II Project

Image Source: Google Earth imagery (2018)

Site Information:

Location	Hoffman Street to 600 feet south of Serramonte Boulevard Colma, CA 94014
Capture Area	4.0± acres
Impervious Area (%)	100%
Possible GI Measures	Likely Bioretention Areas, to match Hillside Blvd Phase I

Project Schedule:

Phase I was completed in 2014/15. Phase II design began in FY 18/19. Construction is scheduled for 2022/23, pending receipt of grant funding.

Project Cost:

A reserve of $1,068,059 is being held in the Capital Improvement Fund towards the cost of this $9,100,000 million project. The Town hopes to obtain grant funds for this project.

Project Description:

Phase I of the three-phase Hillside Beautification Project (which extended between Hoffman Street to 600 feet south of Serramonte Boulevard) was completed in FY 2014/15. The Hillside Boulevard Beautification Phase II Project includes implementation of several safety related improvements for pedestrians, bicyclists, and vehicles along Hillside Boulevard, from Lucky Chances Casino to Sand Hill Road. The project scope includes a 2" grind and asphalt concrete overlay treatment, restriping, and new signage and lighting. This segment of Hillside Blvd includes both parking and bike lanes; these amenities would be retained as part of the project.

The Town hopes to integrate bioretention areas to provide water quality enhancement along the corridor, similar to the Phase 1 Project approach.

STAFF REPORT

TO:	Mayor and Members of the City Council
FROM:	Michael Laughlin AICP, City Planner
VIA:	Brian Dossey, City Manager
MEETING DATE:	July 24, 2019
SUBJECT:	General Plan Land Use Element Study Session

RECOMMENDATION

Staff seeks comments, questions, impressions and opinions from each Council member regarding future land uses in the town that will be included in the draft Land Use Element.

EXECUTIVE SUMMARY

The purpose of this review is to allow the City Council to consider possible land uses throughout the town. The updated Land Use Element will serve as the town's blueprint for growth and development though the year 2040.

FISCAL IMPACT

None.

BACKGROUND

Due to the success of the policies included in the 1999 General Plan, the Town has established a historic museum; expanded Sterling park; built a new police station and community center; and constructed Lawndale Boulevard (Town Hall redevelopment was not included but was also accomplished). Many General Plan Land Use policies have been fulfilled, and there are few policy directives left which articulate the community's sentiment about new development or new community facilities. The lack of policy directives makes it difficult for Staff to advise developers and citizens about the Town's vision for the future. Also, the update of the General Plan is vital to stay ahead of developers wishing to build, so that their proposals don't incorrectly direct the appearance of the Town.

The updated General Plan (particularly the Land Use Element) needs to clearly articulate Colma's community vision concerning potential land uses and development for the next 20 years. In order to gain input into future land uses and improvements, a survey was conducted in the fall of 2014, and a summary of the results can be found in Attachment A.

In order to further gauge community sentiment about the development of certain key sites, the Town hired Dyett and Bhatia to assist the Town in providing a form-based vision for future development and growth in Colma. Building upon land use goals, a form-based planning approach examines the relationship between building facades and public streets, considering the form and mass of buildings in relation to one another to create a desirable sense of place. Dyett and Bhatia were also tasked with looking at the existing General Plan land uses and land use parameters (such as height, floor area, lot coverage etc.) and vacant or underutilized properties, and asked to consider aspects of the Town's Economic Development Plan in their recommendations.

The Town's Economic Development Plan includes policies which reflect an intensification of existing land uses and new land uses that the Town should consider, including a hotel, allowance for the expansion of the cardroom, and the creation of a Town center. The current General Plan does not include any policy directives for these specific projects and does not currently allow for a hotel. If the Town is approached with a proposal for development, General Plan and Zoning amendments would be required, which would delay potentially desirable development from occurring. Additionally, current floor area, lot coverage, height and parking standards would need to be modified to allow for new development at desired locations.

ANALYSIS

Since much of Colma is built out, the Land Use Element will include information on sites that have the potential to redevelop in the future. Since each part of Colma has a distinctive character, staff is organizing the discussion into the following planning areas:

- Commercial Core
- El Camino Real Corridor
- Hillside Boulevard
- Mission Road
- Sterling Park

Staff's presentation at the study session will go into detail about each planning area. Here is a summary of each area:

Commercial Core

The Commercial Core Planning Area consists of the majority of the Town's commercial area. It includes the 280 Metro Center, Serra Center, Vivana Fair, a large portion of Auto Row, and the auto and light industrial related businesses on Collins Avenue. The commercial core primarily consists of large floor plate commercial spaces and showrooms, in addition to smaller in-line tenant spaces in the shopping centers. The Planning Area is well connected by major roadways with El Camino Real on the East, Junipero Serra Boulevard and Highway 280 on the west, and Serramonte Boulevard, Collins Avenue, and Colma Boulevard each providing east/west connections between El Camino Real and Junipero Serra Boulevard.

Land uses should be consistent with existing uses in the Commercial Core Planning Area with a variety of retail and service commercial uses in the shopping centers, auto dealers on Serramonte Boulevard, and service commercial uses on Collins Avenue. Uses on Collins Avenue should be auto service related businesses that do not attract a large amount of traffic and

support the function of Auto Row. Sufficient off-street parking and loading/unloading areas should be provided for all new uses. Residential land use is prohibited in the Commercial Core area since the introduction of residential uses would conflict with the existing large-scale commercial uses.

The Urban Design Study looked at possible additional square footage and opportunities at the 280 Metro Center. A design concept included creation of structured parking that utilizes the site's topography. This concept would create an outdoor plaza and add additional stories on the west end of the site.

It should be noted that during the life of the General Plan, auto row may transition to other land uses if car sales decline. The most logical land use would be commercial office. In order to make commercial office fiscally sustainable, an appropriate Business Registration fee would need to set and approved by voters. As shown on the attached General Plan buildout table in Attachment B, staff is allocating 420,000 of additional square footage within the planning area.

Allowed Land Uses:

- Collins Avenue: Commercial (Automobile Service/Auto Related/light industrial)
- Serramonte Boulevard: Commercial (Retail/Restaurant/Auto Related/Hotel/Large floor plate Office)
- Colma Boulevard: Commercial (Restaurant/Retail/Entertainment/Hotel)

EL CAMINO REAL CORRIDOR

The El Camino Real Corridor Planning Area centers on the intersection of El Camino Real and Serramonte Boulevard and extends from the northern Town boundary to the southern Town Boundary along El Camino Real. The Planning Area includes sites on both sides of El Camino Real, including the properties near the BART station and the east side of the El Camino Real between the intersection of Mission Road and the South San Francisco boarder.

Land Uses in the Planning Area consist of a variety of uses, including retail commercial and service commercial, public, executive/administrative, and cemetery uses. Low impact offices and other executive/administrative uses are encouraged to provide a buffer between existing cemetery uses and the El Camino Real between the BART bridge to the north and the South San Francisco border.

The Urban Design Study introduced the concept of a walkable Town Center. Based on the survey, there is general community support for a retail, dining, and entertainment district. A walkable Town center would be accessible by local residents, workers, visitors, and travelers. The district should include pedestrian-oriented streets and/or paths; incorporate a density that sustains pedestrian traffic; and project a recognizable style or identity. It should be a mixed-use project with commercial and restaurant spaces at ground level, and residential and/or office above. It should also incorporate entertainment uses and public gathering spaces. The property at the southwest corner of El Camino Real and Serramonte Boulevard and surrounding sites are suitable for this type of development.

The Urban Design Study also identified the Bocci site as a site that could be developed to match the height and massing of Trestle Glen. Located near the BART station, the Bocci Site is a suitable site for a mixed-use development.

Allowed Land Uses:
- Cemeteries
- Cemetery related uses
- Offices
- Commercial (where existing)
- Public

Hillside Boulevard

The Hillside Boulevard Planning Area consists primarily of cemetery uses, agricultural uses and uses incident to cemetery and agricultural uses such as florists and monument shops. Key sites such as the Town's Community Center and museum, Lucky Chances Cardroom, Cypress Driving Range and the underutilized closed landfill on Sandhill Road are also located in this Planning Area.

Proposed uses should generally not disrupt the greenbelt aesthetic as viewed from the public lands. All buildings, including buildings related to cemetery uses such as crematories shall be setback so as not create significant visual disruptions from the public right-of-way. There are existing properties that are used for auto related services. If these uses are destroyed, abandoned or eliminated they may only be replaced with conforming uses.

A portion of the land along the east side of Hillside Boulevard just south of Sand Hill Road may be appropriate for future commercial development with utility and infrastructure improvements.

The 1999 General Plan states:

"As the current trend toward cremation rather than ground burial continues, some cemetery owners may find that they have undeveloped land that could be leased or sold for other uses. As this occurs, more intensive land uses may take the place of certain cemetery designations (1999 GP, Land Use Sec. 5.02.141, pg. 5.02.14)."

As shown the Draft General Plan land use map (Attachment C), a portion of the land currently owned by Holy Cross includes an area that could transition to commercial use in the next 20 years. To consider this future development, the General Plan Buildout Table includes an estimate of 300,000 square feet of building area.

The former Cypress Hills Golf Course will logically continue to transition into cemetery land use. Since use of the landfill site is limited, vehicle storage shall be considered where vehicles are not visible from Hillside Boulevard or other vantage points.

Allowed Land Uses:
- Cemetery, agriculture and uses incidental to cemetery and agricultural uses
- Commercial where existing or just south of Sand Hill Road
- Car storage at landfill where cars are not readily visible.

- Public

Mission Road

The Mission Road Planning Area centers on Mission Road and is bounded by El Camino Real to the north and west, Holy Cross Cemetery to the east and Lawndale Boulevard to the south. The Planning Area includes historic structures and districts such as Holy Cross, Molloy's, and the Lagomasino residences. The Mission Road Planning Area consists of a wide variety of uses. On the west side, existing uses include commercial uses such as auto servicing, light manufacturing, warehousing, contractors' supplies, and other non-retail uses, as well as single family residential and multifamily uses. On the east side, the majority of the Planning Area consists of cemetery use with the exception of a 66-unit veteran's housing project.

With a growing residential population within the Mission Road Planning Area, there is growing demand for restaurant and retail nearby that is accessible to them. Many of the existing commercial businesses do not have enough space and need to expand. Proposed uses should respect residential uses, any uses that may impact residential units should be contained within a building and adequately screened. All proposed uses should include an adequate number of off-street parking spaces so that businesses do not inhibit off street parking.

Currently, the 1999 General Plan allows for multi-family residential and encourages mixed-use development. This land use designation and associated policies are proposed to be carried over from the 1999 General Plan.

Allowed Land Uses

- Commercial (Service/Retail/Restaurant), Residential, Mixed-Use: (Residential/Commercial)

Sterling Park

Sterling Park is the residential area bounded by Hillside Boulevard on the east, El Camino Real on the west, and B Street and F Street on the north and south, respectively. It is largely the result of annexation of unincorporated County land to the Town of Colma. This neighborhood contains the majority of the Town's population and housing structures. Approximately 300 housing units are located in this area and it contains approximately 80% of Colma's population. Homes here consist of a variety of older and newer single-family residences with some multi-family units, primarily west of Clark Avenue. A number of the buildings west of Clark Avenue were relocated to the area during the construction of Highway 280 in the 1960's and, because of this, some units were not placed consistently with respect to property lines. The density range (13 units per net acre) corresponds to the density that is realized by constructing single family detached residential units on 33 1/3 x 100-foot lots.

Land uses should be consistent with the residential neighborhood. If existing duplex or multiple units are destroyed, they may be replaced. There are properties within the neighborhood that are used for flower shops. If these uses are destroyed, abandoned or eliminated they may only be replaced with new flower shops or conforming residential uses.

Properties along El Camino Real are zoned for commercial use. There is one site left to develop (the former sandblaster site) which would add up to 15 additional units if developed.

Allowed Land Uses:

- Residential (Single Family Dwelling Units / Multifamily where existing)
- Commercial (Low Density, Fronting El Camino Real)

Council Adopted Values

Considering future land use is consistent with the Council value of ***responsibility*** because it proactively considers land use policy that will enhance the Town over time.

Sustainability Impact

The Land Use Element and its policies will promote sustainability since development will be in-fill in nature and encourage more walking, biking and transit use.

Alternatives

None.

CONCLUSION

Staff recommends that the City Council listen to the presentation by Staff, ask questions and provide feedback to staff regarding the proposed General Plan land uses.

ATTACHMENTS

A. Survey Results Summary
B. General Plan Buildout Table
C. Draft Land Use Map
D. Opportunity sites map

Attachment A - Data Summary by Response Group

Residential Property Owners

The Town received thirty-nine (39) completed surveys from *residential property owners*. Their responses to questions from the survey are summarized (by category) below.

Policies and Land Use

When asked if they would support the below policies and /or land uses in the Town, respondents answered:

Land Use	Support	Neutral	Oppose
More Restaurants or Stores	**67%**	9%	24%
Entertainment Opportunities	**56%**	30%	14%
Library	**69%**	23%	8%
Hotel	28%	28%	**44%**
Park or Public Multi-Use Plaza Space	**71%**	15%	14%
More Housing	17%	38%	**45%**
Acquisition of Additional Park Space	**70%**	16%	14%
A Walkable "Town Center"	**67%**	30%	3%
Encourage Sustainability	**82%**	15%	3%
Historic Preservation	**83%**	14%	3%
Preserve Existing Neighborhoods	**92%**	5%	3%

Town's Design Overlay

When asked if new construction in Colma (outside of El Camino Real) should consist of Spanish Mediterranean architecture exclusively, or if they would prefer to see more architectural variety in the Town, 54% of respondents indicated the Town should be exclusively Spanish Mediterranean, while 46% indicated they would like to see more architectural variety.

Public Improvements

When asked to identify three (3) transportation improvements they would like to see, respondents indicated strong support for the following:

- Bike paths/lanes
- Beautify roadways
- Improve intersections
- Add sidewalks

When asked to identify three (3) transportation improvements they would like to see, respondents indicated minor support for the following:

- Improve weekday traffic
- Improve weekend traffic

Qualitative Responses Summarized

Respondents indicated they appreciate the safe, quiet, friendly, and "small town" environment in Colma. They also appreciate the high-level of customer service they receive from Town Staff and the City Council, the various programs and "perks" they receive, and the well-maintained appearance of the Town. Several respondents specifically indicated desire for a community pool, more parks, more restaurants, a movie theatre, a grocery store, and a hotel. Several respondents feel Burlingame, CA provides a good model for Colma.

Residential Tenants

The Town received twenty-six (26) completed surveys from *residential tenants*. Their responses to questions from the survey are summarized (by category) below.

Policies and Land Use

When asked if they would support the below policies and /or land uses in the Town, respondents answered:

Land Use	Support	Neutral	Oppose
More Restaurants or Stores	**58%**	35%	8%
Entertainment Opportunities	**74%**	9%	17%
Library	**70%**	17%	13%
Hotel	22%	17%	**61%**
Park or Public Multi-Use Plaza Space	**71%**	16%	13%
More Housing	21%	29%	**50%**
Acquisition of Additional Park Space	**83%**	17%	0%
A Walkable "Town Center"	**84%**	12%	4%
Encourage Sustainability	**88%**	12%	0%
Historic Preservation	**75%**	21%	4%
Preserve Existing Neighborhoods	**76%**	24%	0%

Town's Design Overlay

When asked if new construction in Colma (outside of El Camino Real) should consist of Spanish Mediterranean architecture exclusively, or if they would prefer to see more architectural variety in the Town, 54% of respondents indicated the Town should be exclusively Spanish Mediterranean, while 46% indicated they would like to see more architectural variety.

Public Improvements

When asked to identify three (3) transportation improvements they would like to see, respondents indicated strong support for the following:

- Beautify roadways
- Improve intersections
- Add sidewalks

When asked to identify three (3) transportation improvements they would like to see, respondents indicated moderate support for the following:

- Bike paths/lanes
- Improve weekday traffic
- Improve weekend traffic

Qualitative Responses Summarized

Respondents indicated they appreciate the safe, quiet, friendly, and "small town" environment in Colma. They also appreciate the high-level of customer service they receive from Town Staff and the City Council, the various programs and "perks" they receive, and the well-maintained appearance of the Town. Additionally, they appreciate the convenient access to public transit and shopping. Several respondents specifically indicated desire for more parks, more restaurants, and a convenience store.

Commercial Property Owners

The Town received twenty (20) completed surveys from *commercial property owners*. Their responses to questions from the survey are summarized (by category) below.

Policies and Land Use

When asked if they would support the below policies and /or land uses in the Town, respondents answered:

Land Use	Support	Neutral	Oppose
More Restaurants or Stores	**55%**	30%	15%
Entertainment Opportunities	30%	**40%**	30%
Library	45%	**50%**	5%
Hotel	**35%**	**35%**	30%
Park or Public Multi-Use Plaza Space	**75%**	20%	5%
More Housing	30%	**50%**	20%
Acquisition of Additional Park Space	**68%**	17%	15%
A Walkable "Town Center"	**60%**	40%	0%
Encourage Sustainability	**63%**	37%	0%
Historic Preservation	**75%**	25%	0%
Preserve Existing Neighborhoods	**75%**	25%	0%

Town's Design Overlay

When asked if new construction in Colma (outside of El Camino Real) should consist of Spanish Mediterranean architecture exclusively, or if they would prefer to see more architectural variety in the Town, 45% of respondents indicated the Town should be exclusively Spanish Mediterranean, while 55% indicated they would like to see more architectural variety.

Public Improvements

When asked to identify three (3) transportation improvements they would like to see, respondents indicated strong support for the following:

- Beautify roadways
- Improve intersections
- Add sidewalks

When asked to identify three (3) transportation improvements they would like to see, respondents indicated minor support for the following:

- Improve weekday traffic
- Improve weekend traffic
- Bike paths/lanes

Qualitative Responses Summarized

Respondents indicated they appreciate the safe environment the police provide and the well-maintained appearance of the Town. They also appreciate the business friendly environment,

low fees, and high-level of customer service they receive from Town Staff and the City Council. Several respondents specifically indicated desire for more restaurants and a hotel.

Commercial Tenants

The Town received seven (7) completed surveys from *commercial property tenants*. Their responses to questions from the survey are summarized (by category) below.

Policies and Land Use

When asked if they would support the below policies and /or land uses in the Town, respondents answered:

Land Use	Support	Neutral	Oppose
More Restaurants or Stores	**100%**	0%	0%
Entertainment Opportunities	**100%**	0%	0%
Library	**100%**	0%	0%
Hotel	**71%**	15%	14%
Park or Public Multi-Use Plaza Space	**100%**	0%	0%
More Housing	**100%**	0%	0%
Acquisition of Additional Park Space	**100%**	0%	0%
A Walkable "Town Center"	**100%**	0%	0%
Encourage Sustainability	**100%**	0%	0%
Historic Preservation	**100%**	0%	0%
Preserve Existing Neighborhoods	**100%**	0%	0%

Town's Design Overlay

When asked if new construction in Colma (outside of El Camino Real) should consist of Spanish Mediterranean architecture exclusively, or if they would prefer to see more architectural variety in the Town, 43% of respondents indicated the Town should be exclusively Spanish Mediterranean, while 57% indicated they would like to see more architectural variety.

Public Improvements

When asked to identify three (3) transportation improvements they would like to see, respondents indicated moderate support for the following:

- Beautify roadways
- Improve intersections
- Add sidewalks

When asked to identify three (3) transportation improvements they would like to see, respondents indicated minor support for the following:

- Improve weekday traffic
- Bike paths/lanes

Qualitative Responses Summarized

Respondents indicated they appreciate the safe environment the police provide and the well-maintained appearance of the Town. They also appreciate Colma as a great shopping destination. Several respondents specifically indicated desire for more restaurants.

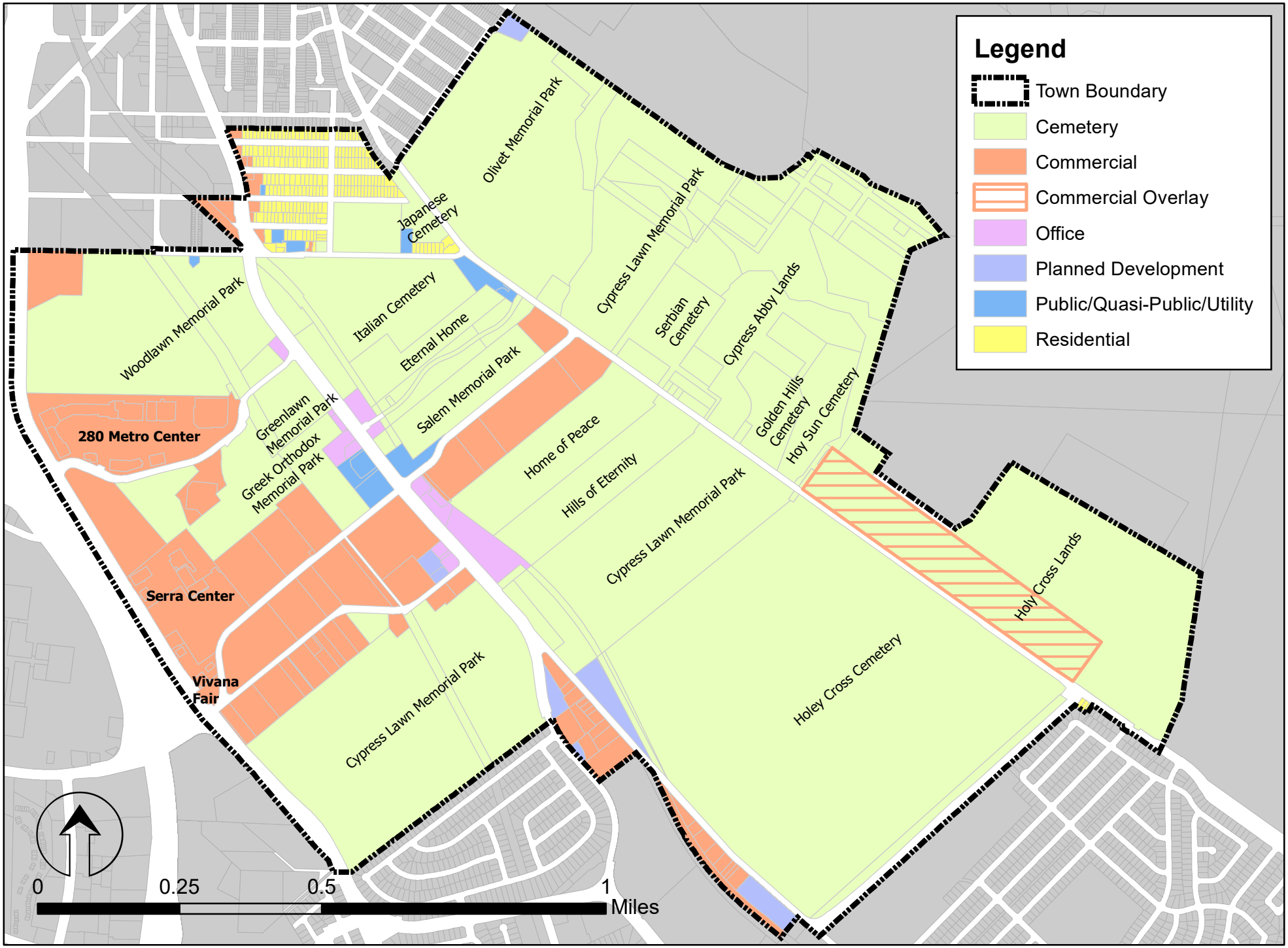
General Plan Buildout Table

Site	Residential Units	Commercial Area	Office Area
Mission Road			
• Infill Residential	20		
• Commercial		15,000	
• Office			5,000
Sterling Park			
• Infill Single Family Residential	1		
• ADU's	10		
Commercial Core			
• Collins Avenue		100,000	
• Serramonte Blvd.		100,000	
• 280 Metro		110,000	10,000
El Camino Real Corridor			
• Cemetery Buildings		10,000	
• Bocci Site	42	8,500	
• Town Center	240	325,000	
• General Office			20,000
• 1988 El Camino Real		10,000	
• Sandlaster's site	15		
Hillside Boulevard			
• Cemetery Buildings		5,000	
• Holy Cross Lands		300,000	
• Agricultural Buildings		10,000	
Totals:	**328**	**993,500***	**35.000**

*Note: Depending on the economy and desired building type, commercial square footage may include hotel or office.

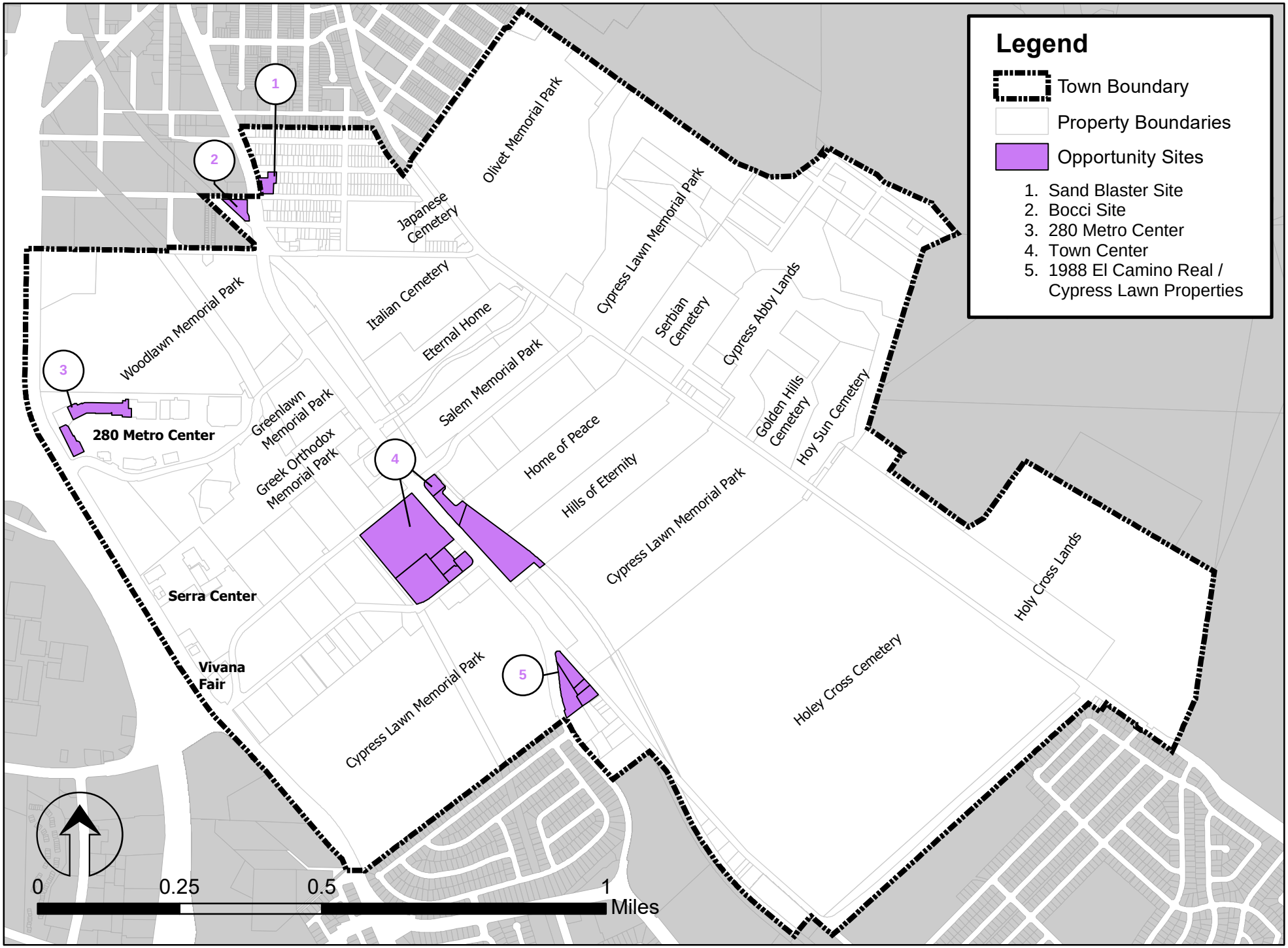
TOWN OF COLMA
COLMA
AUGUST 5, 1924
CALIFORNIA

Attachment C - Draft Land Use



TOWN OF COLMA
COLMA
AUGUST 5, 1924
CALIFORNIA

Attachment D - Draft Opportunity Sites



TOWN OF COLMA
COLMA
AUGUST 5, 1924
CALIFORNIA

STAFF REPORT

TO:	Mayor and Members of the City Council
FROM:	Michael Laughlin AICP, City Planner
	Suzanne Avila AICP, Deputy City Planner
VIA:	Brian Dossey, City Manager
MEETING DATE:	July 24, 2019
SUBJECT:	SB 2 Planning Grant Program Funds

RECOMMENDATION

Staff recommends that the City Council adopt:

> RESOLUTION AUTHORIZING APPLICATION FOR AND RECEIPT OF SB 2 PLANNING GRANT PROGRAM (PGP) FUNDS

EXECUTIVE SUMMARY

SB 2 grant funding is currently available to local agencies for the preparation of planning activities that accelerate housing production. Colma is eligible for $160,000.00 in non-competitive funding which can be used to offset the cost of the General Plan update. Staff must submit the attached resolution as part of its application package for the SB 2 funding.

FISCAL IMPACT

The grant would have a net positive fiscal impact to the Town of $160,000 and offset the existing CIP program costs for the preparation of the General Plan and the associated Environmental Impact Report.

BACKGROUND

In 2017, Governor Brown signed a 15-bill housing package to address the state's housing shortage and high housing costs. The approval included the Building Homes and Jobs Act (SB 2), which established a $75 recording fee on real estate documents to increase the supply of affordable homes in California. Because the number of real estate transactions recorded in each county will vary from year to year, the revenues collected will fluctuate.

The state is currently in Year 1 (2019) of the funding cycle which is intended to fund planning grants and homelessness programs. Year 2 (2020) and beyond will include funding for locally administered affordable housing (70% of funds) and State Administered affordable housing (30% of funds).

The Year 1 funding is intended to provide funding and technical assistance to all local governments in California to help cities and counties prepare, adopt, and implement plans and process improvements that streamline housing approvals and accelerate housing production.

ANALYSIS

The current SB 2 PGP funding is considered "over the counter" and is not competitive. The Town of Colma has been allocated $160,000 in funding which will be disbursed upon the completion of an application which must include a resolution from the City Council authorizing the submittal and receipt of the funds (Attachment A). A report to the state for the use of funds will be required.

For the current Housing Element cycle (2015-2023), the Town has produced more than the 59 units that were required by the state. However, staff is anticipating that the next Housing Element cycle (2023-2031) will require the Town to show potential development sites for up to 80 units. Staff will be proposing in the draft General Plan the concept of a Town Center which could accommodate at least 200 units. Since there are few opportunities to build new housing elsewhere in the town, staff anticipates that Town Center site will be the primary site designated for new housing.

Article III, Section 300 of the PGP Guidelines sets forth the eligible activities and uses of SB 2 PGP funding. Eligible activities must demonstrate a nexus to accelerating housing production and may include updates to general plans, community plans, specific plans, local planning related to implementation of sustainable communities strategies, or local coastal plans, and local process improvements that improve and expedite local planning. The current General Plan update and associated Environmental Impact Report (EIR)is an eligible activity for which PGP funds may be used, because it will designate areas for new development and housing in the town and will include a "build-out" analysis of potential impacts in the EIR. For development consistent with the General Plan, developers will not be required to amend the General Plan or prepare costly and time-consuming environmental analyses for their projects. By removing time and cost barriers to the developer, the General Plan Update and EIR accelerates housing production which is the purpose of the SB 2 funding. Staff is currently preparing the grant application documents including an analysis showing the nexus between the General Plan update process and housing production.

Staff has reviewed the grant threshold requirements for the Town to receive PGP funds, and has spoken with HCD technical assistance staff and determined that the threshold requirements are met. The threshold requirements include:

- Having an HCD-compliant housing element,
- Have submitted a recent Annual Progress report,
- Demonstrate a nexus to accelerating housing production, and

- Demonstrate that the applicant promotes development consistent with State Planning Priorities (Government Code Section 65041.1) or other planning priorities.

The Town meets all the threshold requirements and can submit an application to receive funding.

Council Adopted Values

The recommendation is consistent with the Council value of **responsibility** because it considers how to best use and leverage state funding to offset the cost of updating the Town's General Plan.

Sustainability Impact

The proposal may indirectly benefit the environment since it allows for the creation of needed housing in San Mateo County. Additional housing would likely reduce commuting by workers who currently live outside of the region or encourage transit use, thereby lowering GHG emissions.

Alternatives

The City Council could choose not to adopt the resolution authorizing staff to apply for the SB 2 Grant funding. This alternative is not recommended since the Town will miss the opportunity to receive $160,000 in non-competitive funding.

CONCLUSION

Staff recommends that the City Council adopt a resolution authorizing the application and receipt of SB 2 Funds.

ATTACHMENTS

A. Resolution

TOWN OF COLMA
COLMA
AUGUST 5, 1924
CALIFORNIA

RESOLUTION NO. 2019-___
OF THE CITY COUNCIL OF THE TOWN OF COLMA

RESOLUTION AUTHORIZING APPLICATION FOR AND RECEIPT OF SB 2 PLANNING GRANT PROGRAM (PGP) FUNDS

The City Council of the Town of Colma does hereby resolve as follows:

1. Background.

(a) The State of California, Department of Housing and Community Development (Department) has issued a Notice of Funding Availability (NOFA) dated March 28, 2019 for its Planning Grants Program (PGP).

(b) The City Council of the Town of Colma desires to submit a project application for the PGP Program to accelerate the production of housing and will submit a 2019 PGP grant application as described in the Planning Grants Program NOFA and SB 2 Planning Grants Program Guidelines released by the Department for the PGP Program.

(c) The Department is authorized to provide up to $123 million under the SB 2 Planning Grants Program from the Building Homes and Jobs Trust Fund for assistance to local governments, as described in Health and Safety Code section 50470 et seq. (Chapter 364, Statutes of 2017(SB 2)) related to the PGP Program.

2. Order.

(a) The City Council hereby authorizes and directs staff to apply for and submit to the Department the 2019 Planning Grants Program application released March 28, 2019 in the amount of $160,000.

(b) In connection with the PGP grant, if the application is approved by the Department, the City Manager is authorized to enter into, execute, and deliver a State of California Agreement (Standard Agreement) for the amount of $160,000, and any and all other documents required or deemed necessary or appropriate to evidence and secure the PGP grant, the Town of Colma's obligations related thereto, and all amendments thereto (collectively, the "PGP Grant Documents"), subject to any changes in form or technical language approved by the City Manager and City Attorney.

(c) The Town of Colma shall be subject to the terms and conditions as specified in the Standard Agreement, the SB 2 Planning Grants Program Guidelines, and any applicable PGP guidelines published by the Department. Funds are to be used for allowable expenditures as specifically identified in the Standard Agreement. The application in full is incorporated as part of the Standard Agreement. Any and all activities funded, information provided, and timelines represented in the application will be enforceable through the executed Standard Agreement. The City Council hereby agrees to use the funds for eligible uses in the manner represented in the application as approved by the Department, and 2019 Planning Grants Program Application.

(d) The City Manager is authorized to execute the Town of Colma Planning Grants Program

application, the PGP Grant Documents, and any amendments thereto, subject to any changes in form or technical language approved by the City Manager and City Attorney, on behalf of the Town of Colma as required by the Department for receipt of the PGP Grant.

Certification of Adoption

I certify that the foregoing Resolution No. ____ was adopted at a regular meeting of the City Council of the Town of Colma held on July 24, 2019 by the following vote:

Name	Counted toward Quorum			Not Counted toward Quorum	
	Aye	No	Abstain	Present, Recused	Absent
Joanne F. del Rosario, Mayor					
John Irish Goodwin					
Diana Colvin					
Helen Fisicaro					
Raquel Gonzalez					
Voting Tally					

Dated _____

_____
Joanne F. del Rosario, Mayor

ATTEST: _____
Caitlin Corley, City Clerk

STAFF REPORT

TO: Mayor and Members of the City Council

FROM: Brian Dossey, City Manager

MEETING DATE: July 24, 2019

SUBJECT: Value Based Code of Conduct

RECOMMENDATION

Staff recommends the City Council adopt the following:

> RESOLUTION REPEALING APPENDIX A OF SUBCHAPTER 1.02 AND ADDING SUBCHAPTER 1.03 TO THE COLMA ADMINISTRATIVE CODE, RELATING TO THE VALUE-BASED CODE OF CONDUCT

EXECUTIVE SUMMARY

At the July 10 City Council meeting staff presented proposed changes to the Value-Based Code of Conduct (attachment B). The changes were developed from the teambuilding exercise with the City Council and Leadership Team on May 23, 2019.

After compiling the discussion and feedback given, the proposed changes include:

- Additional "In Practice" statements which focus on trust, support, communication and collaboration.
- Including the Leadership Team as part of the pledge.
- Changing the "In Practice" statements from "I" to "We."

These revisions were reviewed at the July 10, 2019 City Council and at this time staff recommends the City Council adopt the newly updated Value-Based Code of Conduct in a stand-alone subchapter of the Colma Administrative Code making it both applicable to Council and the Leadership Team.

FISCAL IMPACT

None

BACKGROUND

In December 2009 the City Council adopted the Value Based Code of Conduct as a framework for day-to-day actions and decision-making by the City Council. Over multiple study sessions

and discussion, the value-based code of conduct was created as a statement of important values and the kinds of behaviors that demonstrate how those values are expressed. The emphasis is on the "do's" rather than the "don'ts.

There were three reasons for adopting a value-based code:

1) Encourage high standards of behavior by public officials;

2) Build public confidence in public officials; and

3) Provide a basis for decision-making.

It has been ten years since the adoption of the Value Based Code of Conduct and through discussions with the Mayor, staff felt it would be good to review and potentially edit the document ensuring it remains current, meets Council's goals and reflects their standards.

During the May 23, 2019 team building exercise the City Council's Value Based Code of Conduct (attachment C) was reviewed, and consideration given to revise and update the pledge each City Council member makes towards one another each year. Staff along with the Mayor have made revisions to the Value Based Code of Conduct and those revisions were presented to the Council at the July 10, 2019 City Council meeting.

ANALYSIS

During the May 23, 2019 team building exercise with the City Council and Leadership Team reoccurring themes were discussed around the importance of trust, support, communication and collaboration. During the break out session, the City Council and staff were tasked with drafting statements that supported those values. There was also discussion between the City Council and Leadership Team around the importance of teamwork and how we should all be held to the same values and standards. This led to the inclusion of the Leadership Team to the Value Based Code of Conduct.

Staff along with the Mayor reviewed the existing Value Based Code of Conduct and without making too many revisions or edits to the original document, added an additional "In Practice" statement to each Value (Fairness, Honesty & Integrity, Responsibility, Vision and Respect). Each newly proposed "In Practice" statement in attachment B is italicized and underlined.

You will notice there was a focus on incorporating statements from the values of Trust, Support, Communication and Collaboration in attachment C, which were common discussion points and themes through the team building exercise.

The Leadership Team has reviewed the newly proposed Value Based Code of Conduct and their edits and changes have been incorporated. These revisions were also reviewed at the July 10, 2019 City Council and at this time staff recommends the City Council adopt the newly updated Value-Based Code of Conduct.

Council Adopted Values

City Council is acting ***responsibly*** by reviewing and considering updating the Value Based Code of Conduct. The City Council is also being ***visionary*** by ensuring the Value Based Code of Conduct remains relevant and consistent the Council goals and standards.

CONCLUSION

Staff recommends the City Council adopt the resolution including the Value-Based Code of Conduct in the Colma Administrative Code.

ATTACHMENTS

A. Resolution
B. Proposed Value Based Code of Conduct
C. City Council Value Based Code of Conduct

TOWN OF COLMA
COLMA
AUGUST 5, 1924
CALIFORNIA

RESOLUTION NO. 2019-____
OF THE CITY COUNCIL OF THE TOWN OF COLMA

RESOLUTION REPEALING APPENDIX A OF SUBCHAPTER 1.02 AND ADDING SUBCHAPTER 1.03 TO THE COLMA ADMINISTRATIVE CODE, RELATING TO THE VALUE BASED CODE OF CONDUCT

The City Council of the Town of Colma hereby resolves:

ARTICLE 1. APPENDIX A OF SUBCHAPTER 1.02 REPEALED.

Appendix A of Subchapter 1.02 is hereby repealed in its entirety.

ARTICLE 2. SUBCHAPTER 1.03 ADDED.

Subchapter 1.03, Value Based Code of Conduct, is hereby added to read as follows:

TOWN OF COLMA
CITY COUNCIL AND LEADERSHIP TEAM
VALUE-BASED CODE OF CONDUCT

Preamble

The proper operation of democratic government requires that decision-makers be independent, impartial and accountable to the people they serve. The purpose of this Code of Values is to promote and maintain the highest standards of personal and professional conduct in the Town's government. Because we seek public confidence in the Town's services and public trust of its decision-makers, the City Council and Leadership Team adopts and pledges to follow this Value-Based Code of Conduct:

Fairness

As representatives of the Town of Colma, we are fair and impartial.

In practice:

- We support the public's right to know and promote meaningful public involvement.
- We support each other in health, wellness, work-life balance, and foster mindfulness by treating each other with care and compassion.
- We treat all persons, claims and transactions in a fair and equitable manner.
- We make decisions based on the merits of the issue.

Honesty and Integrity

As representatives of the Town of Colma, we act with honesty and integrity.

In practice:

- We are prepared to make unpopular decisions when our sense of the public's best interest requires it.
- We take responsibility for our actions, even when it is uncomfortable to do so.
- We are open, honest and transparent in our communication.
- We acknowledge, recognize, give credit and trust each other for our contributions to moving the community's interests forward.

Responsibility

As representatives of the Town of Colma, we act in a responsible manner.

In practice:

- We do not use public resources, such as agency staff time, equipment, supplies or facilities, for private gain or personal purposes.
- We develop strong relationships with our community, and encourage collaboration with our residents, businesses, and fellow Town representatives and staff.
- We make decisions after prudent consideration of the financial impact, considering the long-term financial needs of the agency, especially its financial stability.
- We come to meetings prepared and ready to contribute thoughtfully.

Vision

As representatives of the Town of Colma, we look to the future when making decisions.

In practice:

- We promote intelligent and thoughtful innovation in order to forward the Town's policies and services.
- We endeavor to anticipate future needs and are adaptable and flexible when faced with unforeseen circumstances.
- We consider the broader regional and statewide implications of the agency's decisions and issues.

- We understand change can be a stressful but a necessary part of the innovative process.

Respect

As representatives of the Town of Colma, we respect one another and the public.

In practice:

- We treat one another and the public with patience, courtesy and civility, even when we disagree.
- We focus on the merits in discussions of issues, not personalities, character or motivations.
- We share our ideas freely, are open-minded and value others' ideas and opinions, and listen to suggestions before making a decision.
- We work to build trust with one another and the community to foster an inclusive, supportive and open environment.

ARTICLE 3. SEVERABILITY.

Each of the provisions of this resolution is severable from all other provisions. If any article, section, subsection, paragraph, sentence, clause or phrase of this resolution is for any reason held by a court of competent jurisdiction to be invalid, such decision shall not affect the validity of the remaining portions of this ordinance.

ARTICLE 4. NOT A CEQA PROJECT.

The City Council finds that adoption of this resolution is not a "project," as defined in the California Environmental Quality Act pursuant to CEQA Guideline 15061(b)(3) because it does not have a potential for resulting in either a direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment and concerns general policy and procedure making.

ARTICLE 5. EFFECTIVE DATE.

This resolution shall take effect immediately upon adoption.

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Certification of Adoption

I certify that the foregoing Resolution No. 2019-_____was duly adopted at a regular meeting of said City Council held on July 24, 2019 by the following vote:

Name	Counted toward Quorum			Not Counted toward Quorum	
	Aye	No	Abstain	Present, Recused	Absent
Joanne F. del Rosario, Mayor					
John Irish Goodwin					
Diana Colvin					
Helen Fisicaro					
Raquel Gonzalez					
Voting Tally					

Dated _____

_____
Joanne F. del Rosario, Mayor

Attest: _____
Caitlin Corley, City Clerk

TOWN OF COLMA
CITY COUNCIL AND *LEADERSHIP TEAM*

VALUE-BASED CODE OF CONDUCT

Preamble

The proper operation of democratic government requires that decision-makers be independent, impartial and accountable to the people they serve. The purpose of this Code of Values is to promote and maintain the highest standards of personal and professional conduct in the Town's government. Because we seek public confidence in the Town's services and public trust of its decision-makers, the City Council and *Leadership Team* adopts and pledges to follow this Value-Based Code of Conduct:

Fairness

As representatives of the Town of Colma, we are fair and impartial.

In practice:

- We support the public's right to know and promote meaningful public involvement.
- *We support each other in health, wellness, work-life balance, and foster mindfulness by treating each other with care and compassion.*
- We treat all persons, claims and transactions in a fair and equitable manner.
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Honesty and Integrity

As representatives of the Town of Colma, we act with honesty and integrity.

In practice:

- We are prepared to make unpopular decisions when our sense of the public's best interest requires it.
- We take responsibility for our actions, even when it is uncomfortable to do so.
- *We are open, honest and transparent in our communication.*
- We *acknowledge, recognize, give credit and trust each* other for our contributions to moving the community's interests forward.

Responsibility

As representatives of the Town of Colma, we act in a responsible manner.

In practice:

- We do not use public resources, such as agency staff time, equipment, supplies or facilities, for private gain or personal purposes.
- *We develop strong relationships with our community, and encourage collaboration with our residents, businesses, and fellow Town representatives and staff.*
- We make decisions after prudent consideration of the financial impact, considering the long-term financial needs of the agency, especially its financial stability.
- We come to meetings prepared and *ready to contribute thoughtfully.*

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As representatives of the Town of Colma, we look to the future when making decisions.

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As representatives of the Town of Colma, we respect one another and the public.

In practice:

- We treat one another and the public with patience, courtesy and civility, even when we disagree.
- We focus on the merits in discussions of issues, not personalities, character or motivations.
- *We share our ideas freely, are open-minded and value others' ideas and opinions, and listen to suggestions before making a decision.*
- *We work to build trust with one another and the community to foster an inclusive, supportive and open environment.*

Member's Pledge

We affirm that we have read and understand this Code of Values, and pledge to uphold these values.

City Council

Mayor, Joanne F. del Rosario _____

Vice Mayor, John Irish Goodwin _____

Council Member, Diana Colvin _____

Council Member, Helen Fisicaro _____

Council Member Raquel "Rae" Gonzalez _____

Leadership Team

City Manager, Brian Dossey _____

Chief of Police, Kirk Stratton _____

Administrative Services Director, Pak Lin _____

City Clerk, Caitlin Corley _____

Recreation Manager, Liz Tapia _____

Police Commander, Sherwin Lum _____

City Attorney, Chris Diaz _____

City Engineer, Cyrus Kianpour _____

Public Works Director, Brad Donohue _____

City Planner, Michael Laughlin _____

Dated _____

TOWN OF COLMA
COLMA
AUGUST 5, 1924
CALIFORNIA

TOWN OF COLMA
CITY COUNCIL

VALUE-BASED CODE OF CONDUCT

Preamble

The proper operation of democratic government requires that decision-makers be independent, impartial and accountable to the people they serve. The purpose of this Code of Values is to promote and maintain the highest standards of personal and professional conduct in the Town's government. Because we seek public confidence in the Town's services and public trust of its decision-makers, the City Council adopts and pledges to follow this Value-Based Code of Conduct:

Fairness

As a representative of the Town of Colma, I am fair and impartial.

In practice:

- I support the public's right to know and promote meaningful public involvement.
- I treat all persons, claims and transactions in a fair and equitable manner.
- I make decisions based on the merits of the issue.

Honesty and Integrity

As a representative of the Town of Colma, I act with honesty and integrity.

In practice:

- I am prepared to make unpopular decisions when my sense of the public's best interest requires it.
- I take responsibility for my actions, even when it is uncomfortable to do so.
- I give credit to others for their contributions to moving our community's interests forward.

Responsibility

As a representative of the Town of Colma, I act in a responsible manner.

In practice:

- I do not use public resources, such as agency staff time, equipment, supplies or facilities, for private gain or personal purposes.
- I make decisions after prudent consideration of their financial impact, taking into account the long-term financial needs of the agency, especially its financial stability.
- I come to meetings prepared.

Vision

As a representative of the Town of Colma, I look to the future when making decisions.

In practice:

- I promote intelligent and thoughtful innovation in order to forward the Town's policies and services.
- I consider the broader regional and statewide implications of the agency's decisions and issues.
- I understand change can be a stressful but necessary part of the innovative process.

Respect

As a representative of the Town of Colma, I respect my fellow officials, staff and the public.

In practice:

- I treat my fellow officials, staff and the public with patience, courtesy and civility, even when we disagree.
- I focus on the merits in discussions of issues, not personalities, character or motivations.
- I solicit and listen to the views of my fellow officials, staff and the public before making a decision.

Individual Member's Pledge

I affirm that I have read and understand this Code of Values, and I pledge to uphold these values.

Dated _____ _____