

Gregory Andrew

June 1, 2026

Mayor Kate Colin and San Rafael City Councilmember, and
Ms. Lindsay Lara, City Clerk
City of San Rafael
1400 Fifth Avenue
San Rafael, CA 94901

Via email: kate.colin@cityofsanrafael.org; maribeth.bushey@cityofsanrafael.org;
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Re: Comment on Item 4c of the 6/1/2026 City Council Agenda; re: Strategic Plan

Dear Mayor Colin, Councilmembers Bushey, Hill, Llorens Gulati, and Kertz, and Ms. Lara

I am writing to provide a public comment on the 3-year Strategic Plan Update and Performance Metrics for Priority D – Housing and Homelessness. It is certainly sound policy for the City to establish a strategic plan and to set goals, milestones, and performance metrics. However, the City's performance for public engagement with the Interim Shelter and Affordable Housing projects at 350 Merrydale has been tainted by the project being shrouded in secrecy and this now appears to have been an intentional strategy.

Through a Public Records Act request, an August 2025 record of a Milestone Tracker for the 2025/2026 Workplan (attached) reveals that the City had an intentional and planned strategy to not engage the public in the Interim Shelter project until after the project had been set up. We now know that this workplan was for 350 Merrydale Road. This Workplan shows that the first priorities were to identify the property, develop an agreement with Marin County, finalize a Purchase & Sale Agreement for the property, and secure funding for the Interim Shelter project before commencing with any public outreach. While the workplan does describe community outreach, that outreach was to begin in March 2026 and only one month before the City would also be working on the site plan and contracting services, in April 2026. This workplan leaves no doubt that the City had planned community engagement only after the site was secured and all aspects of developing an Interim Shelter project had first been settled.

You may want to say that this was a real estate deal that you were entitled to keep secret and that you did so in order to obtain the best price for the property but this argument does not hold up for 350 Merrydale Road. There, you bought property that already had an approved development plan – an approved plan that the property owners had likely spent hundreds of thousands if not millions of dollars to secure. The price paid by the City very likely included the property owners recouping their investment on top of the fair market value for the property under its current condition.

The Strategic Plan does layout community involvement but at the wrong end of the plan and it purposely left no room for any real or meaningful input from the public on how and where to establish an Interim Shelter Project.

Thank you,



Gregory Andrew
GMA:gma, encl.

8/30/2025

Draft workplan
Daniel has not
Reviewed

Priority Area D – Housing and Homelessness

Milestones tracking

[FY 2025-26 Work Plan Input.xlsx](#)

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Objective D.1.1: Explore Interim Shelter Program

Milestone	Task	Assigned to/Lead	Due Date	Status	Notes/ Comments/ "What Success Looks Like"
Explore/Identify Sites (Target end-date June 2026)	Reach agreement with the County	City Mgr (CM)/Daniel (DC)			County confirms in writing the cost share, term length, and funding cap; verbal and written alignment on Deal Points
	Draft City-&-County MOU. Project Partnership & Funding	DC & Nguyen (NP)			MOU includes ownership terms, financial contributions, deadlines, and "penalty" language clearly spelled out
	Route MOU for legal review	DC & NP			Legal feedback returned, with no major red flags or rewrites required
	City-&-Seller Purchase & Sale Agreement	DC & NP			Draft includes mutually agreed price, clean title, clear contingencies for due diligence,

					and closing timeline
	City-&-County MOU for Operational Roles	DC & NP			Roles and responsibilities for ongoing shelter operations are clearly defined; reviewed by CAO and County
	Draft Staff Report	DC & NP			
	PPT presentation	DC & NP			
	City Council presentation and approval	CM /ACM/DC & NP			
	Amendment to Contract with FS & Defense Block	DC & NP			
Identify long term funding (Target end-date "on-going")	Confirm County's final funding commitment (up to \$7.5M)	CM/DC & NP	Jan 31, 2026		
	Develop \$7 M private fundraising campaign plan	DC & NP	Feb 15, 2026		
	Meet with local philanthropies	CM/ACM/DC	Feb 28, 2026		
	Identify and calendar grant opportunities	DC & NP	Feb 10, 2026		
	Meet with County staff to discuss grant app collaboration	DC & NP	Feb 28, 2026		
	Identify City budget sources for operational match	CM & DC & NP	Feb 2026		

	Analyze operational cost projections for FY25–26 and beyond	DC & NP	Feb 2026		
	Draft pre-application materials for priority grants	DC & NP	March 2026		
	Draft staff report summarizing funding plan	DC & NP	March 2026		
Community outreach (Target end-date June 2026)	Develop a Community Outreach Plan	DC & NP & Fel Agrelius (FA)	Feb 15, 2026		
	Draft community FAQs and key messages	DC & NP	Feb 20, 2026		
	Identify and list key stakeholder groups	DC & NP	Feb 15, 2026		
	Schedule internal stakeholder meetings	DC & NP	Feb 20, 2026		
	Plan and schedule public community forums	DC & NP	March 2026		
	Develop outreach materials in multiple languages/ or bilingual	DC & NP & FA	March 2026		
	Potentially...? Meet with people with lived experience to gather feedback	DC & NP	March 2026		
	Prepare community presentation slides	DC & NP	March 2026		

	Summarize community feedback and address concerns	DC & NP	April 2026		
	Develop ongoing communication plan for project updates	DC & NP	April 2026		
Implement start up phase (Target completion is Dec 2026)	Develop preliminary site layout plan	DC	April 2026		
	Identify prefabricated unit vendors	CM/DC	April 2026		
	Draft RFP/RFQ for site work and infrastructure	DC & NP	April 2026		
	Release RFP/RFQ to contractors + Evaluate and select contractors	DC & NP and eval panel	May 2026		
	Finalize contracts for site work and shelter units	DC & NP	June 2026		
	Obtain necessary permits for site development	DC & NP	July 2026		
	Begin site work/construction	Contractors?	July 2026		
	Monitor construction progress and resolve issues	DC & NP	ongoing		
	Develop shelter operations plan	DC & NP & Contractors	July 2026		
	Hire or contract shelter staff	Contractor	Aug 2026		

	Develop resident intake process and eligibility criteria	Contract / DC & NP	July 2026		
	Conduct staff training on shelter operations	Contractor	Aug 2026		
	Prepare soft launch	DC & NP	Sept 2026		
	final inspections and occupancy approvals	DC & NP and other City dept	Sept 2026		
	Coordinate talking points and invite list for grand opening	DC & NP	Oct 2026		
	Grand opening	DC & NP & Contractor	Oct 2026		

Objective D.1.2: Develop a Homelessness Strategic Action Plan, including community engagement and communications strategies, to guide future work relating to solving homelessness.

Milestone	Task	Assigned to/Lead	Due Date	Status	Notes
Identify framework of the plan (Target completion date March 2026)	Review County of Marin's current homelessness strategic plans	DC & NP	Dec 2025 - Jan 2026		
	Hold internal CM office session to define high-level goals	DC & NP	Dec 2025 - Jan 2026		
	Meet internally and/or with County staff to discuss integration points	DC & NP	Dec 2025 - Jan 2026		