

## REPORT TO GENERAL PLAN 2040 STEERING COMMITTEE

**Subject: Policy Audits of Infrastructure and Governance Elements**

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### EXECUTIVE SUMMARY

Staff has completed an “audit” of the previous (2020) General Plan Elements on Infrastructure and Governance. Due to time limitations, the Steering Committee will not discuss these elements in detail at our June 12 meeting. However, we have agendized a brief discussion to provide an opportunity for overall impressions or thoughts about how these topics should be addressed in General Plan 2040. Steering Committee members are encouraged to provide written feedback on the existing policies and staff’s evaluation of the policies. **Feedback should be submitted by June 30, 2019.**

### REPORT

#### Approach

As the Steering Committee is aware, staff has been developing policies for General Plan 2040 by reviewing and editing prior General Plan policies, incorporating more recent plans and programs, and developing new policies that respond to emerging issues. For each Plan element, the first step in this process is to do an “audit” of policies in the existing General Plan, including an assessment of whether the policy (or program) should be deleted, carried forward as is, or edited. Staff’s assessments have been provided to the Steering Committee for review and discussion, with an opportunity for Committee members to weigh in and provide their thoughts on possible revisions.

At this point, audits have been completed and discussed for the following elements:

- ✓ Land Use
- ✓ Culture and Arts
- ✓ Parks and Recreation
- ✓ Safety
- ✓ Noise
- ✓ Open Space
- ✓ Conservation
- ✓ Air and Water Quality

Audits scheduled for discussion at the June 12 meeting include:

- ✓ Circulation
- ✓ Infrastructure
- ✓ Governance

Audits scheduled for discussion at future meetings include:

- ✓ Economic Vitality (July)
- ✓ Community Design (August)

The Committee is not expected to discuss the audit of the Neighborhoods Element, as that will primarily be addressed through direct communication with neighborhood and community groups (and then brought to the Steering Committee for discussion once draft policies are prepared). Likewise, there will not be a discussion of the Sustainability Element audit, since its policies have been superseded by the revised Climate Change Action Plan (May 2019) and will be placed throughout the General Plan where appropriate.

### **Infrastructure Element**

An audit of the existing Infrastructure Element is included at the end of this report. The Element includes one goal, 15 policies, and 27 programs. The text includes an Introduction, followed by policies addressing capital improvements and utilities, street maintenance and landscaping (including street trees and lighting), water and wastewater, storm drainage, and telecommunication facilities. It is expected that most of the policies and programs will be carried forward, with new content addressing technology, impacts of climate change, expanded use of reclaimed water, renewable energy, and solid waste management (consistent with the Climate Change Action Plan).

### **Governance Element**

An audit of the existing Governance Element is included at the end of this report. The Element includes five goals, 24 policies, and 27 programs. As previously indicated, we will not be carrying the Governance Element forward in General Plan 2040, but most of the policy content will be transferred to other elements of the Plan. The new Plan will include a Health, Education, and Environmental Justice Element that addresses diversity, community engagement, educational excellence, health care and social services. These are the core topics of the Governance Element. Other Governance topics, such as funding for City services and providers, will move to the Community Facilities and Infrastructure Element.

Staff intends to have a discussion of the new Health, Education, and Environmental Justice Element with the Steering Committee in October 2019, once new policies have been drafted.

## **ATTACHMENTS**

The audits for Infrastructure and Governance follow this report. Editable versions of these documents will be provided separately. Column One includes the verbatim text from General Plan 2020. Column Two includes staff's assessment of the policy of program. Column Three provides space for Committee members to weigh in.

## INFRASTRUCTURE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
<b>Infra-structure Goal</b>	<b>GOAL 19: SOUND INFRASTRUCTURE</b> It is the goal of San Rafael to have well planned, well-maintained and adequate infrastructure, public buildings, and landscaping. In order to ensure the quality of infrastructure expected by the San Rafael community, public buildings, streets and sidewalks, landscape medians, and storm drains receive rehabilitation or replacement as needed, as well as continued maintenance. Prudent management and planning of resources is designed to allocate sufficient money to fund the construction and maintenance required.	Goal is still valid, although public buildings and landscaping will be dealt with by another goal. The goal could also reference other aspects of infrastructure including technology, economic development, and sustainability. The last sentence in the narrative is critical.	
Policy I-1	<b>Capital Improvements Maintenance and Replacement</b> Provide for ongoing, preventative maintenance of infrastructure facilities and timely replacement of City equipment.	Policy is still valid. Carry forward.	
Program I-1a	<b>Capital Improvement Programming.</b> Plan for the improvement of public facilities and infrastructure through maintenance of a multi-year capital improvement program.	Still valid. Carry forward—though CIP does not cover water and sewer.	
Program I-1b	<b>Public Input.</b> Continue to improve public input into the City’s CIP process. Consider ways to utilize the City’s website to list funded or proposed capital improvements.	First sentence still accurate. Update second sentence. City has CIP on website but may use website for related goals (solicit input on projects and prioritization, etc.)	
Program I-1c	<b>“Sinking Fund.”</b> Establish a ‘sinking’ fund to finance maintenance of the City’s infrastructure.	<b>Need to update based on current status.</b>	
Policy I-2	<b>Adequacy of City Infrastructure and Services</b> Assure that development can be adequately served by the City’s infrastructure and that new facilities are well planned and well designed.	Policy is still valid. Carry forward.	
Program I-2a	<b>Long-term needs.</b> Continue to use the CIP as a tool to conduct comprehensive analyses of long-term infrastructure needs, including new facilities and maintenance.	Still valid. Carry forward.	
Program I-2b	<b>Diversified Funding.</b> Seek diversified funding sources in addition to the City’s various funds.	A little vague as stated---provide examples (“such as grants, bond measures, impact fees, etc.”)	
Policy I-3	<b>Availability of Utilities</b> Promote the availability of reliable and reasonably priced utilities necessary for businesses and residences to prosper.	Replace “Promote” with “Support” or something similar (promote sounds like this is an Econ Dev. marketing policy?).	

## INFRASTRUCTURE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Program I-3a	<b>Capacity Management.</b> Work with the Central Marin Sanitation Agency and San Rafael Sanitation District to ensure completion of a Capacity Management Alternative Study to determine the scope of needed improvements, costs, and expected benefits to avoid excess of water treatment capacity.	Study complete. Replace with current action from Central Marin Sanitation/ San Rafael Sanitation relating to capacity management/ master planning.	
Program I-3b	<b>Water Supply Impacts.</b> Work with Marin Municipal Water District to meet the projected water demand and to ensure reduction of existing and projected water supply impacts.	Remains valid, but perhaps reword second part (“to ensure an adequate water supply and implementation of conservation measures”)	
Policy I-4	<b>Utility Undergrounding</b> Continue to pursue the undergrounding of overhead utility lines.	Remains valid. Carry forward---also need to address maintenance of the electrical system vis a vis vegetation mgmt. and fire prevention.	
Program I-4a	<b>Funding Undergrounding Utilities.</b> Seek funding opportunities to underground utilities. Sources include PG&E’s dedicated underground funding (“Rule 20A/20B”), private funding, and assessment districts.	Remains valid. Carry forward.	
Program I-4b	<b>Prioritizing Undergrounding Utilities.</b> Consider prioritization of utility undergrounding along corridor or gateways identified in Exhibits 17 (San Rafael Community Design) and Exhibit 18 (Central San Rafael Community Design).	Remains valid. Carry forward. May also need policy to minimize impacts of communication infrastructure (e.g., wireless facilities, etc.)	
Program I-4c	<b>Neighborhood Efforts.</b> Provide information about funding options for undergrounding utilities. Assist neighborhoods with self-help efforts to fund undergrounding of utility lines.	Delete second sentence? Cost prohibitive and unlikely to occur in practice.	
Policy I-5	<b>Public Involvement</b> To the extent appropriate, continue to encourage public participation in the conceptual design and funding of major City building projects, such as public buildings and landscaping.	<b>Policy remains valid. Carry forward but move to “Community Facilities”</b>	
Program I-5a	<b>Design Review.</b> Involve the community in the planning and design of major public facilities. As public improvements, City projects are subject to the appropriate level of design review.	Remains valid. Carry forward but reword last sentence to simply state that City projects are subject to design review.	

## INFRASTRUCTURE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Policy I-6	<b>Street Maintenance</b> Maintain and modify where appropriate existing levels of street and sidewalk repair, street sweeping, and street lighting.	Remains valid—carry forward.	
Program I-6a	<b>Pavement Management.</b> Continue the Pavement Management Program to allocate funds and prioritize street resurfacing projects.	Remains valid—carry forward.	
Program I-6b	<b>Street Sweeping.</b> Continue to maintain a program for adequate street sweeping. Work with neighborhoods on ways to improve the efficiency of street sweeping, and to publicize street sweeping programs. Investigate alternative funding sources for street sweeping.	Consult with Public Works on potential modifications, but overall this remains valid and should be carried forward.	
Program I-6c	<b>Sidewalk Repair.</b> Develop a sidewalk repair program consistent with applicable State law and as local conditions warrant.	Replace as follows: “Continue to implement a Sidewalk Repair Program consistent with the State Streets and Highway Code, property owner interest, and funding availability.”	
Program I-6d	<b>Street Lighting Program.</b> Continue the Street Lighting Program to allocate funds and plan for needed street lights and repairs.	Carry forward. Modify if needed to reflect current Public Works activities, energy conservation, and dark sky considerations.	
Policy I-7	<b>Landscape Maintenance</b> Provide for low maintenance entryway landscaping. Give priority to maintenance of landscaping along the City’s most heavily traveled roadways and gateways as shown on Exhibits 17 (San Rafael Community Design) and Exhibit 18 (Central San Rafael Community Design).	Potentially move to Community Design. Rephrase first sentence to focus on keeping gateways attractive, clear of litter, appropriately landscaped, maintained on a regular schedule, etc.	
Program I-7a	<b>City Landscaping.</b> Encourage partnerships with neighborhood and civic organizations to maintain and improve the City’s landscaped areas.	Remains valid—Carry forward.	
Policy I-8	<b>Street Trees</b> Create street tree planting and maintenance programs and encourage the use of large canopy trees where appropriate in order to control temperature, improve air quality, control wind, define neighborhoods, and improve street appearance.	Move to Community Design. Benefits of street trees should continue to be emphasized.	

## INFRASTRUCTURE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Program I-8a	<b>Street Tree Program.</b> Develop a comprehensive citywide street tree planting, maintenance, replacement, diversification, wood utilization and tree waste-recycling program. The citywide street tree program should consider the use of large canopy trees where the planting areas and locations make such trees feasible and appropriate. Include coordination and communication with PG&E regarding tree maintenance in relation to power lines. Utilize volunteers to the extent feasible in creating a street tree inventory.	These programs will move to the Community Design Element, along with the policy. Edit to read: “Continue to implement a comprehensive citywide...” Update the provisions of this program as needed to reflect current Public Works practices and resources. Pull the street tree inventory out as a separate program.	
Program I-8b	<b>Street Trees for New Development.</b> Require street trees at frequent spacing in all new developments and property upgrades and consider mitigation for tree removal by planting street trees in locations other than the project site. Continue replacing trees that have aggressive root systems affecting vehicular and pedestrian travel.	Retain first sentence (it relates to the title, but the last sentence does not). Move last sentence to Program I-8c.  Identify street tree palettes for various streets and/or locations? (street tree master plan?)	
Program I-8c	<b>Street Tree Maintenance.</b> Seek diversified funding sources for street tree maintenance and replacement.	Remains valid. Carry forward.	
Program I-8d	<b>Landscape Maintenance Next to Sidewalks.</b> Revise City ordinances to require maintenance of private landscaping which encroaches onto the City right-of-way and sidewalks.	Check with Public Works on current status.	
Policy I-9	<b>Water Supplies</b> Encourage Marin Municipal Water District to develop cost effective strategies for adequate long-term water supplies.	Policy remains valid. Carry forward. Also need to address climate resilience and impacts of sea level rise on water facilities. Add cross-reference to water conservation policies.	
Program I-9a	<b>Water Supplies.</b> Monitor efforts by the MMWD to expand the local water supply to meet long-term needs. In addition to environmental review, request adequate review of economic impacts. Ensure adequate review of environmental, design and economic issues related to a potential desalination plant.	Reference Urban Water Management Plan and regular updates, as required by state law.	
Policy I-10	<b>Sewer Facilities</b> Existing and future development needs should be coordinated with responsible districts and agencies to assure that facility expansion and/or improvement meets Federal and State standards and occurs in a timely fashion.	Reword slightly to clarify. Meeting federal and state standards is important, but the real intent of the policy is to ensure adequate wastewater capacity and treatment quality. Also need to address climate resilience and sea level rise impacts.	

## INFRASTRUCTURE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Program I-10a	<b>Coordination of Services.</b> Participate in coordination efforts between responsible agencies providing sewer facilities.	Still valid—carry forward.	
Policy I-11	<b>Improvements to Drainage Facilities</b> Continue to monitor and pursue as appropriate improvements to areas with insufficient drainage.	Policy remains valid. Carry forward. Also need to address climate resilience and sea level rise impacts.	
Program I-11a	<b>Pipe Replacement.</b> Pursue the replacement of the City’s older corrugated metal drainage pipe system with a more durable material.	Keep general—replace older drainage facilities with more durable facilities	
Program I-11b	<b>Silt Removal.</b> Continue to remove accumulated silts from city maintained drainageways and ponds.	OK to carry forward. Should add a policy on canal dredging.	
Program I-11c	<b>Mahon Creek.</b> Develop a Creek Management Plan for the periodic dredging and maintenance of Mahon Creek from B Street to Highway 101. Continue the implementation of the Master Plan for Proposed Drainage Improvements within the San Rafael Basin, Final Implementation Plan as funding becomes available. Explore other feasible and cost-effective solutions to minimize or divert drainage to reduce periodic flooding on Mahon Creek.	Replace with updated language relating to urban runoff management and water quality improvements in the Mahon Creek watershed. Add Las Gallinas also. Coordinate with water quality policies.	
Policy I-12	<b>Deleted through 2016 amendment</b>		
Program I-12a	<b>Deleted through 2016 amendment</b>		
Policy I-13	<b>Wastewater Treatment and Reuse</b> Encourage additional water recycling at Las Gallinas Valley Sanitary District and encourage the Central Marin Sanitation Agency to investigate recycling and reuse of its treated wastewater.	Remains valid. Update based on current status and carry forward as needed.	
Policy I-14	<b>City Technology</b> Invest in upgrading the City’s technology infrastructure and improving public access to City services.	Expand and potentially add policies here about “smart” city infrastructure and integration of technology into service delivery to reduce costs, improve efficiency, and increase service levels.	
Program I-14a	<b>Technology Improvements.</b> Implement and update the City’s Information Technology Plan.	Replace with current actions that support this policy.	

## INFRASTRUCTURE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Policy I-15	<b>Telecommunication Improvements</b> Ensure that residents, schools, businesses and organizations have access to reliable, modern and cost-effective telecommunications.	Policy remains relevant. Consider additional direction addressing the essential nature of IT services and infrastructure to education, the economy, and the quality of life.	
Program I-15a	<b>Marin Telecommunications Agency.</b> Coordinate with the County to upgrade telecommunications infrastructure in accordance with the Marin Telecommunications Agency or any successor agency.	Carry forward, remains relevant.	
Program I-15b	<b>Deleted through 2016 amendment</b>		

Additional topics for discussion and consideration:

- Require assessment of infrastructure adequacy as part of development review?
- Coordinate infrastructure projects among multiple agencies to avoid repeated street closures/ breaking of pavement, etc.
- Green infrastructure/ stormwater management
- Addressing infiltration/inflow into sanitary sewers
- Adequacy of water system to meet fire flow needs
- Minimizing visual impacts of infrastructure
- Alternative energy infrastructure
- Fiber optics
- Move solid waste and recycling policies here?
- Services to unincorporated areas in sphere?



## GOVERNANCE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
<b>GOAL 20</b>	<b>DIVERSITY:</b> It is the goal of San Rafael to have a community of people diverse in age, ethnicity, culture, and income levels. <i>San Rafael welcomes a wide variety of people and ideas. This is one of San Rafael's strengths, which is important to sustain.</i>	Still a valid goal and a basic principle of the Plan. Carry forward and frame in the context of equity.	
<b>Policy G-1</b>	<b>Jobs and Diversity</b> Encourage the creation and retention of a wide variety of job opportunities at a mix of economic levels.	Still a valid guiding principle and part of the General Plan Framework. Weave into Economic Vitality Element and cross-reference as needed.	
<b>Policy G-2</b>	<b>Variety of Housing</b> Encourage the creation and retention of a wide variety of housing types serving people of all economic levels.	Still a valid guiding principle and part of the General Plan Framework. This is already a Housing Element goal—recognize its relevance throughout the document.	
<b>Policy G-3</b>	<b>Housing Agencies</b> Support agencies and organizations that provide shelter, housing, and related services to very low-, low-, and moderate-income households.	Housing Element policy—cross-reference as needed and integrate into new policies focused on equity and social services.	
<b>Policy G-4</b>	<b>Diversity at City Hall.</b> Make efforts to reflect on Boards and Commissions, and among City employees the characteristics of San Rafael's population.	Reframe per SB 1000 to focus on equity / fair representation in government. Fits better under Goal 21.	
<i>Program G-4a</i>	<b>Outreach.</b> <i>Monitor the diversity of membership on City Boards and Commissions. Solicit applications from all segments of the community when making appointments.</i>	Carry forward (move to Goal 21).	
<i>Program G-4b</i>	<b>City Employment.</b> <i>Promote City employment opportunities throughout the community.</i>	Could carry forward under Goal 21, but not really a General Plan issue per se	

## GOVERNANCE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
<b>GOAL 21</b>	<b>COMMUNITY PARTICIPATION</b> It is the goal of San Rafael to have enthusiastic participation in civic life by residents and neighborhood organizations representing all ages and segments of the community. <i>Active, broad-based public participation in developing community policy is needed and encouraged. We need successful partnerships among the City and neighborhoods, businesses, schools, and social and cultural service organizations so that there is a strong community-wide commitment to improvements.</i>	Goal is still valid—potentially reword with equity / environmental justice focus. Policies should support culturally-appropriate communication methods that engage all residents and businesses.	
<b>Policy G-5</b>	<b>Leadership</b> Provide responsive and effective leadership to achieve the City’s vision, consistent with the Community Engagement Action Plan.	Vague as stated and more of a good government goal than a General Plan policy—potentially reframe around issues of equity and environmental justice.	
<i>Program G-5a</i>	<b>Staff Leadership Skills.</b> <i>Recruit, train and retain highly competent employees. Continue providing regular orientations and leadership training to City employees.</i>	This should continue to be the City’s policy but it is not a General Plan topic. Potentially refocus around equity and environmental justice or consolidate 5a through 5d into a single action on educating/training residents and civic leaders on planning issues.	
<i>Program G-5b</i>	<b>Board and Commission Training.</b> <i>Develop an annual orientation to City government for members of San Rafael City Council, boards, commissions, and advisory groups. Provide information about the roles and responsibilities of effective civic leadership.</i>	Same comment as above.	
<i>Program G-5c</i>	<b>Leadership Training.</b> <i>Encourage efforts to provide leadership training by community groups such as Canal Ministry, Marin Interfaith Youth Outreach, local schools, neighborhood associations and the Chamber of Commerce. Encourage City staff and board and commission members to participate in leadership training programs.</i>	Same comment as above.	
<i>Program G-5d</i>	<b>City Hall Academy.</b> <i>Consider creation of a City Hall Academy to provide training in City governance and public involvement. Prepare and distribute information about effective involvement in government activities.</i>	Same comment as above.	

## GOVERNANCE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
<i>Program G-5e</i>	<b>Advocacy at Regional and State Level.</b> <i>Seek appointment to regional and State committees and boards and continue to advocate for State legislation which can affect City services and further City objectives.</i>	Move to policy encouraging the City to be a regional leader on land use, housing, and transportation planning issues.	
<b>Policy G-6</b>	<b>Broad-Based Involvement.</b> Establish methods to encourage broad-based, meaningful community involvement. Encourage residents who historically have not been involved in political processes to become engaged in government, consistent with the Community Engagement Action Plan.	Carry forward as equity/ environmental justice policy.	
<i>Program G-6a</i>	<b>Community Stakeholders.</b> <i>Actively seek community-wide representation and public involvement opportunities on City issues through vigorous outreach programs to engage residents who are not typically involved, such as young people and residents not fluent in English.</i>	Carry forward as equity/ environmental justice action.	
<b>Policy G-7</b>	<b>Community Participation</b> Encourage and support public participation in the formulation and review of policies, especially neighborhood level planning. Work with community groups and other organizations to develop, implement and evaluate strategies that enhance San Rafael's neighborhoods, consistent with the Community Engagement Action Plan.	Move to Community Services Element, since the Governance Element is being eliminated.	
<i>Program G-7a</i>	<b>Review of Facilities Proposed by Other Public Agencies.</b> <i>Encourage other public agencies such as Marin County and the school districts, to participate in the City's design review process.</i>	<i>Move to Community Design Element</i>	
<b>Policy G-8</b>	<b>City and Community Communication</b> Emphasize effective communication between City Hall and the community-at-large. Involve stakeholders in City projects as early as possible, consistent with the Community Engagement Action Plan.	Move to the Community Services Element since the Governance Element is being eliminated.	
<i>Program G-8a</i>	<b>Information about Community Issues.</b> <i>Make information about community issues available to increase understanding and insight into the complexity of challenges that affect the community. Where possible, information about City services and programs should be made available in languages other than English, e.g., Spanish or Vietnamese. Use the City newsletter, community meetings, electronic means, and media that reaches the varied population groups in San Rafael.</i>	<i>Retain in Equity/ Environmental Justice Element. Focus on access to information by all residents, regardless of income, race, language, or disability.</i>	

## GOVERNANCE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Program G-8b	<b>Contact Database.</b> Maintain a database of stakeholders who attend community meetings and want to be involved. Centralize or consolidate community-wide mailing lists that include representation from homeowners associations, neighborhood and service groups, the faith community, the school districts, the business community and other interest groups.	This is still done in practice. Move to Community Services Element, since Governance Element is being eliminated.	
Program G-8c	<b>San Rafael Website.</b> Use the City's website to invite people to participate in City government and to provide access to City information and documents and links to community organizations. Create new methods to distribute cost-effective electronic notification about City activities, meetings, and programs, and to interact with the community.	Still valid. Move to Community Services Element. Meet with new Digital Services Dept. to discuss best practices in community engagement and add measures as appropriate.	
<b>Policy G-9</b>	<b>Advisory Committees.</b> Use appointed boards, task forces, commissions, and other advisory and ad hoc committees to assist City staff and the City Council in decision-making processes.	Move to Community Services Element and potentially merge with other policies about community engagement.	
Program G-9a	<b>City Boards and Commissions.</b> On a periodic basis, review the purpose of City boards and commissions. In addition, assess appointment procedures and member representation to ensure public involvement, new ideas and adequate advice and recommendation to Council. Consider the benefits and disadvantages of establishing term limits for members of City Boards and Commissions to encourage more public involvement and new ideas.	Simplify to merely state that the number of Boards/ Commissions and their respective missions should be periodically reviewed based on changing resources, issues, and conditions.	
Program G-9b	<b>Recognition and Feedback.</b> Recognize departing commission members for their contributions. Interview board and commission members about their experiences when they complete their service. Consider involving retired commission members in training new commissioners.	Valid ideas—but too operational to include in a 2040 General Plan. Suggest deleting.	
<b>Policy G-10</b>	<b>Volunteerism in Government</b> Encourage and support people of all ages and backgrounds to volunteer with the City and develop volunteerism at all levels of City government.	Include in Community Services Element.	

## GOVERNANCE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
<i>Program G-10a</i>	<b>Volunteer Program.</b> Create meaningful volunteer opportunities within City departments and foster worthwhile community projects through partnerships with neighborhoods and service groups. Recruit new volunteers from various sources including schools, seniors, neighborhoods and local business. Recognize volunteers for their service to the City.	Move with Policy G-10 to Community Services.	
<b>Policy G-11</b>	<b>Empower Residents to Take Responsibility</b> Provide opportunities to increase residents' skills and knowledge to promote community involvement.	Potentially merge into G-10, or else tie to equity/ capacity building within disadvantaged communities	
<i>Program G-11a</i>	<b>City Training Programs.</b> Continue, and improve where possible, City-sponsored programs such as: <ul style="list-style-type: none"> <li>• Community Emergency Response Team (CERT)</li> <li>• Citizens Police Academy</li> <li>• CPR training and first aid</li> <li>• Neighborhood Crime Watch</li> <li>• Neighborhood Clean-up Days</li> </ul>	Carry forward.	
<b>Policy G-12</b>	<b>Local Elections</b> Encourage participation in local elections.	Delete policy—not a General Plan issue. Replace with policy about achieving greater representation and participation by communities historically left out of the planning process.	
<i>Program G-12a</i>	<b>Voter Information.</b> Support voter registration drives and participate in voter education programs. Educate students, new residents and new U.S. citizens about how to participate in local elections. Continue to provide voter registration information at City Hall, community centers, and libraries.	Delete program—not a General Plan issue.	
<i>Program G-12b</i>	<b>Voter Participation.</b> Work with the County to publicize the number of people voting in elections.	Delete program—not a General Plan issue.	

## GOVERNANCE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
GOAL 22	<b>EDUCATIONAL EXCELLENCE</b> It is the goal of San Rafael to have excellent schools and enhanced lifelong education. <i>The City will support the school districts' efforts to ensure access to quality education for everyone. The City of San Rafael offers and supports a wide range of programs to fulfill the needs of the community including adult education classes, literacy tutoring, career development and technology courses, childcare, and after school programs.</i>	Still a valid goal—verify language with School District and board representatives.	
<b>Policy G-13</b>	<b>Education</b> Collaborate with schools, from preschools to the university level, in fostering educational programs to benefit the community.	Not just to benefit the community, but to benefit the students and prepare them for success in life and the workforce. Edit and carry forward.	
<i>Program G-13a</i>	<b>Partnerships with Schools.</b> <i>Participate in school projects and career days to educate young people about local issues and City government and financing.</i>	<i>OK to carry forward.</i>	
<b>Policy G-14</b>	<b>Relationship with School Districts</b> Maintain a close, collaborative relationship with the school districts to maximize public benefit.	Generally OK, but a little vague as stated. Can the intent be clarified?	
<i>Program G-14a</i>	<b>Communication with the School Districts</b> <i>Maintain regular communications with the School Districts to foster community collaborations. Continue periodic joint City Council and School Board meetings on topics of mutual interest.</i>	<i>Good—carry forward.</i>	
<b>Policy G-15</b>	<b>School Facilities as Gathering Places</b> Collaborate with schools to provide greater access to school facilities for neighborhood and community activities.	Remains relevant—carry forward. Schools should be neighborhood centers and the hub of community life.	
<i>Program G-15a</i>	<b>Joint Use of Educational Facilities.</b> <i>Develop and adopt Memorandum of Understanding agreements with Dixie and San Rafael School Districts, Marin Academy, and Dominican University governing the development, maintenance, and community use of facilities for recreation, childcare and/or community events.</i>	<i>Perhaps avoid listing the parties so as not to inadvertently exclude anyone or limit future MOUs. Could merely say the School Districts and other local academic institutions...</i>	

## GOVERNANCE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
<b>Policy G-16</b>	<b>Business and School Relationships</b> Strengthen the positive working relationship between the business community and the schools to enhance the quality of education.	Good. Cross-reference to workforce development and economic vitality. Carry forward.	
<i>Program G-16a</i>	<i><b>Internships.</b> Provide governmental internships with local high schools and college within the various city departments. Encourage local businesses to provide internships and mentoring programs. Assist with publicity about internship opportunities.</i>	<i>OK to carry forward—also apprenticeships, trade programs, and corporate sponsorship of academic investments.</i>	
<b>Policy G-17</b>	<b>City Programs and Classes</b> Offer programs and classes to address the needs and interests of the whole community.	Tie to concept of lifelong learning. Emphasize inclusion and cultural diversity, per SB 1000.	
<i>Program G-17a</i>	<i><b>City Programs and Classes.</b> Continue to offer a variety of leisure, recreation, educational and personal enhancement courses and programs for all age groups at the Community Centers, Falkirk Cultural Center, Library and other public and private facilities. Regularly assess participants and the public at large to determine interests and support.</i>	<i>Carry forward. Tie to needs assessments and other measures to determine the effectiveness of existing programs and ways to improve them and make them more responsive.</i>	

## GOVERNANCE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
<b>GOAL 23</b>	<b>SUPPORT FOR CARE PROVIDERS</b> It is the goal of San Rafael to have collaborative efforts to support those who are in need. <i>There are many public, private and non-profit providers in San Rafael, which help seniors, people with disabilities, homeless people, families who are disadvantaged, and others. The City supports these providers as appropriate to maintain San Rafael as a compassionate city.</i>	Reframe as a Health/Wellness goal, but continue the focus on assisting those in need	
<b>Policy G-18</b>	<b>Support for Special Needs Groups</b> Encourage government and business support for non-profit and other organizations that provide services to the elderly, people with disabilities, homeless people, and others in need. Support efforts of Marin County to encourage the availability of social services throughout the County.	Remains valid--carry forward. Emphasize health/wellness, housing, transportation, social services.	
<i>Program G-18a</i>	<b>Collaboration with Local Agencies.</b> <i>Work with non-profits and other organizations on priorities, services and facilities. Assist in establishing avenues of communication between non-profits and neighbors. Current examples include supporting efforts to provide emergency shelter and transitional housing to homeless individuals, families and victims of domestic violence, and working with local organizations on sidewalk accessibility.</i>	<i>Reframe last sentence but continue to reference the need to create community understanding regarding facilities that serve disadvantaged and special needs populations.</i>	
<i>Program G-18b</i>	<b>County and Other Cities' Programs.</b> <i>Collaborate with Marin County and other Marin cities to support efforts to provide effective and efficient social services in the region.</i>	<i>Implied by the policy. Potentially delete or replace with more specific programs or partnerships. Consult with service providers when rewriting.</i>	
<i>Program G-18c</i>	<b>Zoning Allowance.</b> <i>Provide zoning allowance for group homes, transitional housing and treatment facilities, but preclude over-concentration of such facilities in residential neighborhoods as allowed by state law. Per the requirements of SB2, Zoning Ordinance amendments have been drafted to incorporate new definitions for "transitional housing" and "supportive housing"</i>	<i>Carry forward but delete last sentence.</i>	
<b>Policy G-19</b>	<b>Interdepartmental Approach</b> Continue innovative interdepartmental efforts that enable residents to access needed health care and social services.	Carry forward.	



## GOVERNANCE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
Program G-19a	<b>Interdepartmental Collaboration.</b> Encourage and support interdepartmental efforts to address local health care and social service needs. Examples include community policing, community fire servicing, and the Health and Safety Committee.	Carry forward.	
<b>GOAL 24</b>	<b>FUNDING FOR CITY SERVICES</b> It is the goal of San Rafael to have sufficient funding for city services. San Rafael provides a broad range of services to meet diverse residential and business community needs. The City continues to explore new avenues of funding to maintain and improve city services and the quality of life. Maintaining and enhancing San Rafael’s revenue base is necessary for the City to provide essential and prioritized, desired services. The City must maintain sound financial practices that meet applicable standards and direct San Rafael’s financial resources to achieve its short- and long-term goals.	Move to Community Services Element and reframe around the issue of fiscal responsibility and maintaining a revenue base that enables continued provision of services that match or exceed today’s levels.	
<b>Policy G-20</b>	<b>Public Involvement in the Budget Process</b> Maintain an open dialogue with the public to evaluate and prioritize needed services.	Carry forward as a Community Services policy.	
Program G-20a	<b>Public Involvement.</b> Continue to involve residents and businesses in the budget process to the extent feasible, through community meetings, telephone surveys, focus groups, and other outreach methods.	Delete “telephone surveys” and instead reference “a variety of outreach tools that achieve maximum participation.”	
<b>Policy G-21</b>	<b>Financial Planning</b> Plan for both short- and long-term financial needs.	Potentially delete, as the fundamental purpose of the entire Plan and is implicit in all policies and programs.	
Program G-21a	<b>Financial Management Policy Updates.</b> Review and update the Financial Management Policies as changes in community needs or other considerations warrant such policy review.	Operational policy appropriate for budgeting documents—remains valid but does not need to be explicitly stated in General Plan.	
<b>Policy G-22</b>	<b>Program Assessments</b> Evaluate the performance of city programs and services in achieving their stated goals as part of the City’s budget process. Retain, adjust or eliminate programs or services as appropriate.	Carry forward in Community Services Element.	

## GOVERNANCE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
<i>Program G-22a</i>	<b>Program Assessment.</b> Continue to provide the City Council semi-annual reports on progress made toward achieving goals and objectives and meeting performance indicators. Look at ways to effectively and objectively measure performance, and consider establishing benchmarks to determine progress in the implementation of City policies.	<i>Simplify and carry forward.</i>	
<i>Program G-22b</i>	<b>Residents' Feedback.</b> Use appropriate methods to regularly survey residents on the satisfaction levels regarding various City services and programs.	<i>Remains valid. Carry forward in Community Services Element.</i>	
<b>Policy G-23</b>	<b>Government Financing</b> As an alternative to increased taxation, pursue methods to diversify funding sources to adequately finance government functions, including: <ul style="list-style-type: none"> <li>• Seeking grant funding.</li> <li>• Using economic development to leverage opportunities to provide needed public services.</li> <li>• Determining the full cost of services and charging fees, as appropriate, to recover those costs. Fees may be adjusted based on the priorities and needs of the community.</li> <li>• Seeking ways to streamline services and reduce fees and charges.</li> </ul>	Remains valid. Carry forward and place in Community Services Element.	
<i>Program G-23a</i>	<b>Revenue Monitoring.</b> Continue to maintain a revenue monitoring system to assist in trend analysis and revenue forecasting.	<i>Remains valid. Carry forward.</i>	
<i>Program G-23b</i>	<b>Grants.</b> Actively seek grant opportunities, and encourage interdepartmental cooperation and coordination in preparing grant applications.	<i>Remains valid. Carry forward.</i>	
<i>Program G-23c</i>	<b>Cost of Services.</b> Periodically evaluate the cost of providing services and adjust fees accordingly.	<i>Remains valid. Carry forward.</i>	
<b>Policy G-24</b>	<b>Local Government Partnerships</b> Partner with other local governments and organizations to provide community services and cost-effectively resolve shared problems.	Valid policy. Carry forward in Community Services Element.	

## GOVERNANCE POLICY MATRIX

Reference	Statement	Staff Comments	Comments from Committee Members
<i>Program G-24a</i>	<b><i>Funding Strategies for Infrastructure and Services.</i></b> <i>Develop, in cooperation with other jurisdictions, funding strategies for governmental infrastructure and services that take into account local and regional economic development goals and consider the costs to, and benefits for, the jurisdictions and the region. An example is a Joint Power Agreement for shared services, such as the Marin County Congestion Management Agency and Marin Emergency Radio Authority.</i>	<i>Remains valid. Carry forward but shorten and simplify if possible.</i>	
<i>Program G-24b</i>	<b><i>New Revenue Sources for City Services and Infrastructure.</i></b> <i>Consider establishing new revenue sources to adequately fund services and infrastructure. Such funding would require voter approval and a broad-based community campaign.</i>	<i>Not all revenue sources require voter approval. Suggest rewording second sentence to say, "Consider local voter-approved measures to generate additional revenue."</i>	