

## ATTACHMENT 4A: Comparison of Proposed and Existing Community Services Policies

Proposed 2040 Plan	Origin of statement (2020 Plan, etc.)	Comments
<p><b>GOAL 1: EDUCATIONAL EXCELLENCE</b>  <b>Promote excellent schools and enhanced, equitable education.</b> <i>The City will support the school districts' efforts to ensure access to quality education for everyone. San Rafael's schools will provide a safe, supportive, and collaborative learning environment that engages all students.</i></p>	<p><b>GOAL 22: EDUCATIONAL EXCELLENCE</b>  <b>It is the goal of San Rafael to have excellent schools and enhanced lifelong education.</b> <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></p>	
<p><b>Policy 1.1: Educational Programs</b>  Collaborate with schools to foster educational programs and opportunities that benefit the community.</p>	<p><b>Policy G-13: Education</b>  Collaborate with schools, from preschools to the university level, in fostering educational programs to benefit the community.</p> <p><b>Policy G-14: Relationship with School Districts</b>  Maintain a close, collaborative relationship with the school districts to maximize public benefit.</p>	
<p><b>Program 1.1A: Communication.</b> <i>Maintain regular communications with the School Districts, including periodic joint City Council/ School Board meetings, to foster collaboration and address issues of mutual interest. Program G-14a</i></p>	<p><b>Program 14a: 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></p>	
<p><b>Program 1.1B: Partnerships with Schools.</b> <i>Participate in school initiatives to educate students about local issues and City government.</i></p>	<p><b>Program 13a: 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></p>	
<p><b>Program 1.1C: Higher Education.</b> <i>Expand partnerships with Dominican University and other nearby colleges and universities to support local education and lifelong learning.</i></p>	<p><i>New</i></p>	
<p><b>Policy 1.2: Schools as Community Hubs</b>  Collaborate with schools to provide greater public access to school facilities for neighborhood and community activities.</p>	<p><b>Policy G-15: School Facilities as Gathering Places</b>  Collaborate with schools to provide greater access to school facilities for neighborhood and community activities.</p>	
<p><b>Program 1.2A: Joint Use Agreements.</b> <i>Develop joint use agreements with the School Districts and other local academic institutions to improve community access to facilities for recreation, child care, and/or community events.</i></p>	<p><b>Program G-15a: 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></p>	

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<p><b>Policy 1.3: Relationship to Business Community</b> Strengthen the relationships between businesses, non-profits, and schools to enhance the quality of education and support workforce development.</p>	<p><b>Policy G-16: Business and School Relationships</b> Strengthen the positive working relationship between the business community and the schools to enhance the quality of education.</p>	
<p><i><b>Program 1.3A: Internships.</b> Provide City-sponsored internships for working-age students and assist with publicity about other internship opportunities. Encourage local businesses and non-profits to provide internships, apprenticeships, mentoring, and vocational programs.</i></p>	<p><i><b>Program G-16a: 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></p>	
<p><b>Policy 1.4: City Programs</b> Offer programs and classes that provide the whole community with opportunities for lifelong learning.</p>	<p><b>Policy G-17: City Programs and Classes</b> Offer programs and classes to address the needs and interests of the whole community.</p>	
<p><i><b>Program 1.4A: City Programs and Classes.</b> Continue to offer a variety of City-sponsored leisure, educational and personal enhancement courses and programs for all age groups. Regularly assess participation to determine interest and support.</i></p>	<p><i><b>Program G-17a: 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></p>	
<p><b>Policy 1.5: Campus Land Use and Transportation Issues</b> Work with San Rafael City Schools and the Miller Creek School District to address traffic, parking, and land use issues on and around school campuses.</p>	<p><i>New</i></p>	
<p><i><b>Program 1.5A: School Construction Projects.</b> Coordinate with school personnel on campus construction, modernization, and improvement projects, including those financed by local bond measures.</i></p>	<p><i>New</i></p>	
<p><i><b>Program 1.5B: Development Review.</b> Consult with schools on development applications with the potential to impact enrollment and school facilities. Ensure that impact fees are collected as appropriate to mitigate school impacts.</i></p>	<p><i>New</i></p>	
<p><b>Policy 1.6: Private Schools</b> Recognize the role of private schools in San Rafael's education system and their potential as community partners and resources.</p>	<p><i>New</i></p>	

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<p><b>GOAL 2: LIBRARIES</b>                      Library services and facilities that meet the informational and recreational needs of the community. <i>San Rafael’s public library system will provide an expanded collection of materials, increased access to services and programs, and attractive, comfortable facilities for patrons. New and improved facilities will enable the City’s libraries to fulfill their role as places to learn, explore, discover, and grow.</i></p>	<p><b>Policy CA-10: Library Services</b>                      Provide library services to meet the information and recreational needs of the community.</p>	
<p><b>Policy 2.1: Library Facilities</b>                      Improve library facilities to meet the current and future needs and recognize the changing role of libraries in community life.</p>	<p><b>Policy CA-11: San Rafael Public Library</b>                      Because the present library is too small to adequately provide the collection and services needed for a community of San Rafael’s size, renovate and expand or replace the San Rafael Public Library in Downtown.</p>	
<p><b>Program 2.1A: New Main Library.</b> <i>Develop and construct a new Main Library designed to provide adequate space for collection materials, City programs, public meeting rooms, seating for visitors, and services for special user groups such as children and teens.</i></p>	<p><b>Program CA-11a: Facility Needs.</b> <i>Complete the library facility study of space needs for library services citywide. Consider potential new funding options to finance needed expansion of library facilities. Needs include the following: (a) Public Meeting Rooms. Provide public meeting rooms, large and small, within the library renovation and expansion; (b) Seating. Provide adequate seating for quiet reading and study in new library facilities; (c) Children and Youth Services. Upgrade and expand space for children’s services, and dedicate space to teen services, to enhance collections, technology and programming.</i></p>	
<p><b>Policy 2.2: Branch Libraries</b>                      Expand community-based library services in East and North San Rafael to ensure that library services are accessible to everyone in the community.</p>	<p><b>Policy CA-12: Community-Based Libraries</b>                      Expand community-based library services in east and north San Rafael to assure that library services are provided throughout the city.</p>	
<p><b>Program 2.2A: Pickleweed and Northgate Libraries.</b> <i>Modernize and expand the Pickleweed and Northgate Libraries so they are adequately equipped to deliver the services needed in the surrounding communities. Program CA-12a</i></p>	<p><b>Program CA-12a: Opportunities for Community-Based Libraries.</b> <i>Look for opportunities, such as the expansion of Pickleweed Park Community Center and The Mall at Northgate, for community-based libraries. Consider partnerships with the school districts to make high school libraries available to the public.</i></p>	
<p><b>Program 2.2B: School Libraries.</b> <i>Consider partnerships with the school district to make high school libraries available to the public. Program CA-12a</i></p>		

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<p><b>Policy 2.3: Library Collections</b> Expand and adapt library collections to meet the changing needs of the community and respond to technological change, while preserving a core collection of materials of continuing value. Program CA-10a</p>	<p><i>Program CA-10a: Library Collections. Expand and adapt the collection to meet the changing needs of the community for different formats and interests while preserving a core collection of materials of continuing value.</i></p>	
<p><b>Policy 2.4: Libraries as Community Centers</b> Promote programs and events that affirm the role of the City’s libraries as inclusive community gathering places and a setting for the open exchange of ideas and information.</p>	<p><i>New</i></p>	
<p><i>Program 2.4A: Focused Services. Provide dedicated library programs for children, youth, and older adults.</i></p>	<p><i>Program CA-10b: Children’s and Youth Services. Emphasize programming and services for children and teens.</i></p> <p><i>Program CA-10c: Senior Services. Develop programming and services for older adults.</i></p>	
<p><i>Program 2.4B: Literacy Programs. Continue to offer literacy and tutoring programs for English learners, as well as support and training for volunteer tutors. Program CA-10d</i></p>	<p><i>Program CA-10d: Marin Literacy Program. Continue to build on the success of the Marin Literacy Program that provides tutoring for adults as well as support and training for volunteer tutors.</i></p>	

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<p><b>GOAL 3: PUBLIC SAFETY SERVICES</b>                      Provide and maintain exceptional fire, public safety, and paramedic services. <i>San Rafael's Police Department engages with the community to provide professional, fair, compassionate and dedicated law enforcement services with integrity and respect. San Rafael's Fire Department strives to provide the best public fire services available, and to deliver fire and emergency medical services that are capable, compassionate, predictable, and sustainable. Both Departments work in partnership with the community to enhance San Rafael's quality of life.</i></p>	<p><b>Goal S-1: It is the goal of San Rafael, as the first priority for city government, to provide excellent fire, public safety, and paramedic services</b></p>	
<p><b>Policy 3.1: Investment in Public Safety Services</b>                      Continue to invest in police, fire protection, and paramedic facilities, equipment, and staff. Manage increases in costs through effective preventative measures, such as fire prevention and community policing.</p>	<p><b>Policy S-26: Fire and Police Services</b>                      Maintain adequate cost-effective fire protection, paramedic and police services. Minimize increases in service needs from new development through continued fire prevention and community policing programs.</p> <p><b>Policy S-28: Paramedic Services</b>                      Continue to seek adequate and cost-effective ways to provide accessible and reasonable emergency medical services.</p>	
<p><b>Program 3.1A: Capital Facilities.</b> <i>Complete improvements to essential public safety facilities made possible by voter-approved measures. Conduct periodic evaluations of facility and technology needs in the future to ensure that the Police and Fire Departments are equipped to respond to emergencies and deliver the highest quality services.</i></p>	<p><i>New</i></p>	
<p><b>Program 3.1B: Public Safety Training.</b> <i>Provide and encourage ongoing employee training to ensure public safety staff skills remain current.</i></p>	<p><b>Program S-26a: Public Safety Training.</b> <i>Provide and encourage public safety employee training to ensure team members' skills remain current.</i></p>	
<p><b>Program 3.1C: Vehicle and Equipment Maintenance.</b> <i>Maintain and upgrade vehicles and equipment as necessary.</i></p>	<p><b>Program S-26b: Vehicle and Equipment Maintenance.</b> <i>Maintain and upgrade vehicles and equipment as necessary.</i></p>	
<p><b>Program 3.1D: Paramedic Tax.</b> <i>Continue to support the San Rafael/Marinwood paramedic tax.</i></p>	<p><b>Program S-28a: Paramedic Tax.</b> <i>Continue to support the paramedic tax.</i></p>	

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<p><b>Policy 3.2: Mitigating Development Impacts</b> Engage the Police and Fire Departments in the review of proposed development and building applications to ensure that public safety, fire prevention, and emergency access and response needs are considered and effectively addressed.</p>	<p><b>Program S-26c: Fire Prevention and Safe Design.</b> Through the development review process, require review by Fire Department and Police Department for fire prevention and safe design.</p> <p><b>Program S-32a: Safe Buildings.</b> Continue to review development applications to insure that landscaping, lighting, building siting and design, emergency access, adequate water pressure and peakload storage capacity, and building construction materials reduce the opportunity for crime and fire hazards.</p>	
<p><b>Program 3.2A: Crime Prevention through Environmental Design.</b> Design new public and private development to achieve “eyes on the street,” including site planning, lighting, landscaping, and architectural design features that reduce the potential for crime.</p>	<p><b>Policy S-32: Safety Review of Development Projects</b> Require crime prevention and fire prevention techniques in new development, including adequate access for emergency vehicles.</p>	
<p><b>Program 3.2B: Emergency Response Time.</b> Consider the impacts of development-related congestion on emergency response time, as well as direct impacts related to the safety and security of individual projects.</p>	<p><i>New</i></p>	
<p><b>Policy 3.3: Community-Based Public Safety</b> Support a community-based approach to public safety services. This approach should emphasize a high degree of communication and interaction between officers, residents, neighborhood groups, schools, and businesses.</p>	<p><b>Policy S-27: Community Policing and Fire Service</b> Actively promote Community Policing and Community Fire Servicing in order to facilitate closer relations between police and fire departments and neighborhood groups, businesses and residents.</p>	
<p><b>Program 3.3A: Community Safety Programs.</b> Implement community public safety programs such as National Night Out and the Citizens Police Academy to support a safer community and promote positive relationships between law enforcement officials, residents, and businesses.</p>	<p><b>Program S-27c: Community Fire Servicing.</b> Continue to provide health and fire safety outreach programs to community groups.</p>	
<p><b>Policy 3.4: Quality of Life Programming</b> Maintain programs to proactively and humanely address quality of life issues, such as peace disturbances, loitering, littering, and vandalism. Focus on personal contact with residents and businesses and build positive relationships with all segments of the community.</p>	<p><i>New</i></p>	



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<p><b>Program 3.4A: Downtown Footbeat.</b> Maintain Downtown foot patrol services and continue to work with homeless service organizations, mental health professionals, and the business community to make Downtown a safe, welcoming environment for all.</p>	<p><i>New</i></p>	
<p><b>Policy 3.5: Traffic Safety</b> Maintain traffic enforcement programs to ensure the safety of pedestrians, bicycles, and motorists on San Rafael streets, sidewalks, paths, and bikeways. Evaluate and mitigate potential traffic hazards as changes to the circulation system are proposed, and as new modes of travel are introduced.</p>	<p><b>Program C-27d: Pedestrian Safety Enforcement.</b> Continue enforcement of traffic and parking laws that protect the pedestrian right of way on local streets (e.g., no parking on sidewalks or pathways, and crosswalk violations).</p>	
<p><b>Policy 3.6: Mutual Aid</b> Maintain mutual aid agreements for police and fire service with other jurisdictions and community service districts to ensure that the capacity exists to adequately respond to local emergencies.</p>	<p><b>Program S-35b: Mutual Aid Agreements.</b> Continue to explore the feasibility of mutual aid agreements that provide public safety personnel in times of emergency.</p>	
<p><b>GOAL 4: FUNDING FOR CITY SERVICES</b> Maintain sound financial practices and sufficient revenue sources to provide high quality City services. San Rafael provides a broad range of services to meet diverse community needs. Maintaining and enhancing the City’s revenue base is essential to providing desired services. The City continues to implement sound financial practices to maintain and improve services while minimizing the cost burden to residents and businesses.</p>	<p><b>GOAL 24: 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.</p>	
<p><b>Policy 4.1: Transparent Budgeting</b> Maintain an open dialogue with the public during the budget process to evaluate and prioritize City services.</p>	<p><b>Policy G-20: Public Involvement in the Budget Process</b> Maintain an open dialogue with the public to evaluate and prioritize needed services.</p>	
<p><b>Program 4.1A: Public Involvement.</b> Continue to involve residents and businesses in the budget process to the extent feasible, through community meetings, focus groups, social media, and other outreach methods.</p>	<p><b>Program G-20a: 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.</p>	

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<p><b>Policy 4.2: 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.</p>	<p><b>Policy G-22: 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.</p>	
<p><i><b>Program 4.2A: Program Assessment.</b> Continue to provide budget and finance progress reports to the City Council. Continue to use benchmarks and quantifiable metrics to monitor performance and determine progress in achieving program goals and objectives.</i></p>	<p><i><b>Program G-22a: 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></p>	
<p><i><b>Program 4.2B: Surveys.</b> Regularly survey residents on their satisfaction with specific City services and programs.</i></p>	<p><i><b>Program G-22b: Residents’ Feedback.</b> Use appropriate methods to regularly survey residents on the satisfaction levels regarding various City services and programs.</i></p>	
<p><b>Policy 4.3: Diversifying Funding Sources</b> As an alternative to increased taxation, pursue methods to diversify funding sources for public services, including grants, public-private partnerships, user fees for specific services, and development fees. As appropriate, the City should also consider streamlined services that cost less to deliver.</p>	<p><b>Policy G-23: Government Financing</b> As an alternative to increased taxation, pursue methods to diversify funding sources to adequately finance government functions, including: (a) seeking grant funding; (b) using economic development to leverage opportunities to provide needed public services; (c) 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); and (d) seeking ways to streamline services and reduce fees and charges.</p>	
<p><i><b>Program 4.3A: Revenue Monitoring.</b> Continue to maintain a revenue monitoring system to assist in trend analysis and revenue forecasting.</i></p>	<p><i><b>Program G-23a: Program Revenue Monitoring.</b> Continue to maintain a revenue monitoring system to assist in trend analysis and revenue forecasting.</i></p>	
<p><i><b>Program 4.3B: Grants.</b> Actively seek grants and encourage interdepartmental cooperation in preparing grant applications.</i></p>	<p><i><b>Program G-23b: Grants.</b> Actively seek grant opportunities and encourage interdepartmental cooperation and coordination in preparing grant applications.</i></p>	
<p><i><b>Program 4.3C: Cost of Services.</b> Periodically evaluate the cost of providing services and adjust fees accordingly.</i></p>	<p><i><b>Program G-23c: Cost of Services.</b> Periodically evaluate the cost of providing services and adjust fees accordingly.</i></p>	



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<p><i>Program 4.3D: New Revenue Sources. Consider establishing new revenue sources to adequately fund services, including those that require voter approval.</i></p>	<p><i>Program G-24b: New Revenue Sources for City Services and Infrastructure. Consider establishing new revenue sources to adequately fund services and infrastructure. Such funding would require voter approval and a broad-based community campaign.</i></p>	
<p><b>Policy 4.4: Local Government Partnerships</b> Partner with other local governments and organizations to provide community services and resolve shared problems more cost-effectively.</p>	<p><b>Policy G-24: Local Government Partnerships</b> Partner with other local governments and organizations to provide community services and cost-effectively resolve shared problems.</p>	
<p><b>Program 4.4A: Funding Strategies for Infrastructure and Services.</b> In cooperation with other jurisdictions, develop funding strategies and joint powers agreements for infrastructure and services that create economies of scale for the contributing parties.</p>	<p><b>Program G-24a: Funding Strategies for Infrastructure and Services.</b> 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.</p>	
<p><b>Policy 4.5: Public-Private Partnerships</b> Explore public-private partnerships as a way to develop community facilities or achieve other community benefits such as public parking and child care in new development projects.</p>	<p><i>New</i></p>	