



## AGENDA

### SAN RAFAEL CITY COUNCIL – TUESDAY, JANUARY 19, 2021

#### **CORONAVIRUS (COVID-19) ADVISORY NOTICE**

In response to Executive Order N-29-20, the City of San Rafael will no longer offer an in-person meeting location for the public to attend. This meeting will be streamed through YouTube Live at [www.youtube.com/cityofsanrafael](http://www.youtube.com/cityofsanrafael). Comments submitted via YouTube Live must be submitted according to the directions located on the YouTube video description. The City is not responsible for any interrupted service. To ensure the City Council receives your comments, submit written comments to the City Clerk prior to the meeting. For more information regarding real-time public comments, please visit our Live Commenting Pilot page at <https://www.cityofsanrafael.org/live-commenting-pilot/>.

Want to listen to the meeting and comment in real-time over the phone? Call the telephone number listed on this agenda and dial the Meeting ID when prompted. Feel free to contact the City Clerk's office at 415-485-3066 or by email to [lindsay.lara@cityofsanrafael.org](mailto:lindsay.lara@cityofsanrafael.org) if you have any questions.

Any member of the public who needs accommodations should contact the City Clerk (email [lindsay.lara@cityofsanrafael.org](mailto:lindsay.lara@cityofsanrafael.org) or phone at 415-485-3066) who will use their best efforts to provide reasonable accommodations to provide as much accessibility as possible while also maintaining public safety in accordance with the City procedure for resolving reasonable accommodation requests.

#### **REGULAR MEETING AT 7:00 P.M.**

Watch on Webinar: <https://tinyurl.com/CC-2021-01-19>

Watch on YouTube: [www.youtube.com/cityofsanrafael](http://www.youtube.com/cityofsanrafael)

Listen by phone: (669) 900-9128,

ID: 899-2635-9885

Spanish Interpretation Available on Webinar: <https://tinyurl.com/CC-2021-01-19>

#### **OPEN SESSION**

1. None.

#### **CLOSED SESSION**

2. Closed Session: - None.

#### **OPEN TIME FOR PUBLIC EXPRESSION**

The public is welcome to address the City Council at this time on matters not on the agenda that are within its jurisdiction. Please be advised that pursuant to Government Code Section 54954.2, the City Council is not permitted to discuss or take action on any matter not on the agenda unless it determines that an emergency exists, or that there is a need to take immediate action which arose following posting of the agenda. Comments may be no longer than two minutes and should be respectful to the community.

#### **CITY MANAGER'S REPORT:**

3. City Manager's Report:

**COUNCILMEMBER REPORTS:**

**(including AB 1234 Reports on Meetings and Conferences Attended at City Expense)**

4. Councilmember Reports:

**CONSENT CALENDAR:**

The opportunity for public comment on consent calendar items will occur prior to the City Council's vote on the Consent Calendar. The City Council may approve the entire consent calendar with one action. In the alternative, items on the Consent Calendar may be removed by any City Council or staff member, for separate discussion and vote.

5. Consent Calendar Items:

a. **Approval of Minutes**

Approve Minutes of City Council / Successor Agency Regular Meeting of Monday, December 21, 2020 (CC)

*Recommended Action – Approve minutes as submitted*

b. **Quarterly Investment Report**

Acceptance of City of San Rafael Quarterly Investment Report for the Quarter Ending December 31, 2020 (Fin)

*Recommended Action – Accept report*

c. **Library and Community Center Conceptual Design Professional Services Agreement**

Resolution Approving and Authorizing the City Manager to Execute a Professional Services Agreement with Noll & Tam Architects in an Amount Not to Exceed \$81,924, for a Conceptual Design for a Combined Public Library and Community Center in Albert Park, as an Option for a Future New Library Downtown (LR)

*Recommended Action – Adopt Resolution*

**PUBLIC HEARINGS:**

6. Public Hearings:

a. **Temporary Moratorium on Certain Rent Increases**

Urgency Ordinance Enacting a Temporary Moratorium on Rent Increases for Tenants Residing in Certain Residential Units and in U.S Census Tracts Most Disproportionately Impacted by COVID-19 and Setting Forth the Facts Constituting Such Urgency (CM)

*Recommended Action – Adopt Urgency Ordinance (4/4 vote)*

b. **Marin Sanitary Service Rates and Fees for 2021**

Resolutions of the City Council of the City of San Rafael (CM):

- i. Amending the Master Fee Schedule Increasing the Refuse Impact Fee, to be Effective Retroactively to January 1, 2021

*Recommended Action – Adopt Resolution*

- ii. Establishing Maximum Rates Collected by Marin Sanitary Service for Refuse and Recyclable Material Collection and Disposal Services, to be Effective Retroactively to January 1, 2021

*Recommended Action – Adopt Resolution*

**SAN RAFAEL SUCCESSOR AGENCY:**

1. Consent Calendar:

a. **Quarterly Investment Report**

Acceptance of Successor Agency Quarterly Investment Report for the Quarter Ending December 31, 2020 (Fin)

*Recommended Action – Accept report*

b. **Recognized Obligation Payment Schedule (ROPS) for Fiscal Year 2021-22**

Acceptance of ROPS Report and Authorization to Submit to the Marin County Successor Agency Oversight Board and the State Department of Finance (Fin)

*Recommended Action – Accept report*

**ADJOURNMENT:**

*Any records relating to an agenda item, received by a majority or more of the Council less than 72 hours before the meeting, shall be available for inspection online. Sign Language interpreters may be requested by calling (415) 485-3066 (voice), emailing [Lindsay.lara@cityofsanrafael.org](mailto:Lindsay.lara@cityofsanrafael.org) or using the California Telecommunications Relay Service by dialing "711", at least 72 hours in advance of the meeting. Copies of documents are available in accessible formats upon request.*



## MINUTES

**SAN RAFAEL CITY COUNCIL – MONDAY, DECEMBER 21, 2020**

### **CORONAVIRUS (COVID-19) ADVISORY NOTICE**

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Present: Mayor Kate  
Councilmember Bushey  
Councilmember Kertz  
Councilmember Llorens Gulati

Absent: None

Also Present: City Manager Jim Schutz  
City Attorney Rob Epstein  
City Clerk Lindsay Lara

### **OPEN SESSION - (669) 900-9128, ID: 848-5230-7272# - 4:00 P.M.**

1. Mayor Kate to announce Closed Session items.

### **CLOSED SESSION - (669) 900-9128, ID: 848-5230-7272# - 4:00 P.M.**

2. Closed Session:
  - a. Conference Public Employment Pursuant to Government Code section 54957(b)(1)  
Title: Chief of Police

**REGULAR MEETING AT 7:00 P.M.**

**Watch on Webinar:** <https://tinyurl.com/CC-2020-12-21>

**Watch on YouTube:** [www.youtube.com/cityofsanrafael](http://www.youtube.com/cityofsanrafael)

**Listen by phone: (669) 900-9128,**

**ID: 899-2635-9885#**

Mayor Kate called the meeting to order at 7:01 p.m. and invited City Clerk Lindsay Lara to call the roll. All members of the City Council were present.

Mayor Kate provided opening remarks, which included a land acknowledgement and gratitude to City staff.

City Attorney Rob Epstein announced that no reportable action was taken in the Closed Session.

City Clerk Lindsay Lara informed the community the meeting would be streamed live to YouTube and members of the public would provide public comment either on the telephone or through YouTube live chat. She explained the process for community participation through the telephone and on YouTube.

**OPEN TIME FOR PUBLIC EXPRESSION – 7:00 PM**

Mayor Kate invited public comment

Lorenzo Cordova provided in Spanish how members of the public can provide public comment.

Correspondence in real-time through YouTube, Zoom or telephone

- Beverly Pinto, Lisa Leavitt, Patti Breitman, Gail Dorph, Rhea Brown, Theresa Ward, Reyes Lake, Omar Carrera, Marina Palma, Ella Furuichi, Laura Huerta, Darlin Ruiz, Clare McCamy, Rommel Carrera, Caro Grama addressed the City Council regarding ongoing economic hardships for residents during the COVID-19 pandemic
- Barry Taranto addressed the City Council regarding the new Public Safety Center and fire stations, the Police Department, the new two-way streets on C and D Streets, District 4 Councilmember Kertz and the proposed Terra Linda Costco
- Lisa Merigian addressed the City Council in opposition to the proposed permanent closure of the 3<sup>rd</sup> and Lindaro Exit/Entrance to the public parking lot adjacent to Walgreens

Mayor Kate expressed her appreciation for these comments and thanked the Marin Organizing Committee, Children for Change, Voces Del Canal, Canal Alliance, Legal Aid of Marin, Community Action of Marin and County of Marin.

**CITY MANAGER’S REPORT:**

3. City Manager’s Report:

City Manager Jim Schutz announced:

- COVID-19 and the City’s response updates
- Open City Council seat vacancy

- Holiday City office closures from December 24 through January 1 – Police and Fire will remain open
- Next City Council meeting will be on Tuesday, January 19
- Nomination period for the 2021 Citizen of the Year

#### **COUNCILMEMBER REPORTS / REQUESTS FOR FUTURE AGENDA ITEMS:**

**(including AB 1234 Reports on Meetings and Conferences Attended at City Expense)**

#### 4. Councilmember Reports:

Councilmember Kertz requested a future agenda item related to the upcoming rental and eviction impacts occurring at the end of January.

#### **CONSENT CALENDAR:**

Mayor Kate invited public comment on the Consent Calendar

**Speakers:** John Reynolds

Councilmember Bushey moved and Councilmember Kertz seconded to approve the Consent Calendar

#### 5. Consent Calendar Items:

##### a. **Approval of Minutes**

**Approve Minutes of City Council / Successor Agency Regular and Special Meetings of Monday, December 7, 2020 (CC)**

*Approved minutes as submitted*

##### b. **Fourth Amendment to the Amended and Restated Ground Lease at 855 C Street Resolution Approving and Authorizing the City Manager to Execute a Fourth Amendment to the Amended and Restated Ground Lease and a Promissory Note in an Amount Not to Exceed \$650,000 with Centertown II, LLC for the Real Property Located at 855 C Street in the City of San Rafael (CD)**

*Resolution 14881 - Resolution Approving and Authorizing the City Manager to Execute a Fourth Amendment to the Amended and Restated Ground Lease and a Promissory Note in an Amount Not to Exceed \$650,000 with Centertown II, LLC for the Real Property Located at 855 C Street in the City of San Rafael*

##### c. **Transaction and Use Tax Agreements**

##### i. **Resolution Approving and Authorizing the Mayor to Execute Two Agreements with the California Department of Tax and Fee Administration (CDTFA) for Implementation of the City's Transactions and Use Tax (Fin)**

*Resolution 14882 - Resolution Approving and Authorizing the Mayor to Execute Two Agreements with the California Department of Tax and Fee Administration (CDTFA) for Implementation of the City's Transactions and Use Tax*

ii. **Resolution Authorizing Examination of Sales and Use Tax and Transactions and Use Tax Records (Fin)**

*Resolution 14883 - Resolution Authorizing Examination of Sales and Use Tax and Transactions and Use Tax Records*

d. **Annual Measure E TUT Oversight Committee Report**

**Measure E Transactions and Use Tax Oversight Committee Report for Fiscal Year 2019-2020 (Fin)**

*Accepted report*

e. **Special Library Parcel Tax Annual Report**

**Special Library Parcel Tax Committee's Annual Measure D Report (Fin)**

*Accepted report*

f. **FY 2020-21 Fleet Vehicle Purchases: Police Department**

**Resolution Authorizing the City Manager to Purchase Five Fleet Vehicles for the Police Department for an Amount Not to Exceed \$325,000 (PW)**

*Resolution 14884 - Resolution Authorizing the City Manager to Purchase Five Fleet Vehicles for the Police Department for an Amount Not to Exceed \$325,000*

g. **Third Street at Hetherton Street Improvements Notice of Completion**

**Accept Completion of the Third Street at Hetherton Street Improvements Project (City Project No. 11320), and Authorize the City Clerk to File the Notice of Completion (PW)**

*Approved staff recommendation*

h. **Traffic Mitigation Fees**

**Annual Traffic Mitigation Fee Report – FY 2019-20 (PW)**

*Accepted report*

AYES: Councilmembers: Bushey, Kertz, Llorens Gulati & Mayor Kate  
NOES: Councilmembers: None  
ABSENT: Councilmembers: None

**PUBLIC HEARINGS:**

6. Public Hearings:

a. [Amendments to the San Rafael Municipal Code to Streamline Housing Development](#)

*Continued to a date uncertain*

**OTHER AGENDA ITEMS:**

7. Other Agenda Items:

a. [Homelessness](#)

**Informational Report on Status of Homelessness in San Rafael (CM)**

Andrew Hening, Director of Homeless Planning and Outreach presented the staff report

Staff responded to comments and questions from Councilmembers

Cheryl Chambers, Caltrans provided comments

Mayor Kate invited public comment

**Speakers:** Lucie Hollingsworth, Legal Aid of Marin and Marin Organizing Committee, Barry Taranto, Pat Langley, Marin Organizing Committee, Karen Strolia, Downtown Streets Team, Paula Doubleday, Downtown Streets Team, Nick Morris, The Street Chaplaincy, Betsy Guthrie, Downtown Streets Team, John Reynolds, Sunny Lee, John Reynolds

Staff responded to public comment

Councilmembers provided comments

Councilmember Bushey moved and Councilmember Kertz seconded to accept the report

AYES: Councilmembers: Bushey, Kertz, Llorens Gulati & Mayor Kate

NOES: Councilmembers: None

ABSENT: Councilmembers: None

*Accepted report*

b. [Response to the Grand Jury Report on Firearm Safety](#)

**Resolution Approving and Authorizing the Mayor to Execute the Response to the 2019-2020 Marin County Civil Grand Jury Report Entitled "The Gun Next Door: Firearm Safety in Marin County" (PD)**

Roy Leon, Acting Police Captain presented the staff report

Councilmembers provided comments

Mayor Kate invited public comment; however, there was none

Councilmembers provided comments

Councilmember Bushey moved and Councilmember Llorens Gulati seconded to adopt the resolution

AYES: Councilmembers: Bushey, Kertz, Llorens Gulati & Mayor Kate

NOES: Councilmembers: None

ABSENT: Councilmembers: None

*Resolution 14885 - Resolution Approving and Authorizing the Mayor to Execute the Response to the 2019-2020 Marin County Civil Grand Jury Report Entitled "The Gun Next Door: Firearm Safety in Marin County"*

c. **2021 Vice-Mayor**

**Select Vice-Mayor for the City of San Rafael 2021 (CC)**

Mayor Kate introduced this item

Mayor Kate invited public comment; however, there was none

Councilmembers provided comments

Councilmember Kertz moved and Councilmember Llorens Gulati seconded to select Maribeth Bushey as Vice-Mayor for 2021

AYES: Councilmembers: Bushey, Kertz, Llorens Gulati & Mayor Kate  
NOES: Councilmembers: None  
ABSENT: Councilmembers: None

*Selected Maribeth Bushy as Vice-Mayor for 2021*

d. **City Council Appointments to Committees**

**Approve City Council Appointments to Committees 2021 (CC)**

Mayor Kate introduced this item

Mayor Kate invited public comment; however, there was none

Councilmember Bushey moved and Councilmember Llorens Gulati seconded to approve the appointments, subject to the understanding that the Council will review this when the new Councilmember is appointed in January

AYES: Councilmembers: Bushey, Kertz, Llorens Gulati & Mayor Kate  
NOES: Councilmembers: None  
ABSENT: Councilmembers: None

*Approved Appointments*

**SAN RAFAEL SUCCESSOR AGENCY:**

1. Consent Calendar: - None.

**ADJOURNMENT:**

Mayor Kate adjourned the meeting at 9:29 p.m.

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LINDSAY LARA, City Clerk

APPROVED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2020

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KATE COLIN, Mayor

DRAFT



**SAN RAFAEL CITY COUNCIL AGENDA REPORT**

Department: Finance Department

Prepared by: Nadine Atieh Hade  
Finance Director

City Manager Approval: \_\_\_\_\_

A handwritten signature in black ink, appearing to be 'AS'.

**TOPIC: QUARTERLY INVESTMENT REPORT**

**SUBJECT: ACCEPTANCE OF CITY OF SAN RAFAEL QUARTERLY INVESTMENT REPORT FOR THE QUARTER ENDING DECEMBER 31, 2020**

**RECOMMENDATION:** Accept investment report for the quarter ending December 31, 2020, as presented.

**BACKGROUND:** Pursuant to the State of California Government Code Section 53601, and the City's investment policy, [last approved by the City Council on June 15, 2020](#), staff provides the City Council a quarterly report on the City's investment activities and liquidity. Included in the report are the cost of each investment, the interest rates (yield), maturity dates, and market value. Separate reports are prepared for the City and the Successor Agency to San Rafael Redevelopment Agency.

The City invests a portion of its pooled funds in the [Local Agency Investment Fund \(LAIF\)](#), a State-run investment pool. Beginning in March 2014, the City incorporated an investment strategy that added purchases of securities outside of LAIF with the assistance of its investment advisor, Insight Investment.

In addition to operational funds the City manages, the City also directed the investment of funds held by a Trustee for the Essential Public Safety Facilities Project. As of December 31, 2020, the balances have been drawn in full.

**ANALYSIS:** As of December 31, 2020, the primary LAIF account had a balance of \$34,362,709. The other LAIF account, holding housing funds for future administrative expenses contained \$154,528. Portfolio returns on LAIF deposits were 0.54% for the quarter ending December 31, 2020. The remaining investment assets included the \$1,239,200 balance of Pt. San Pedro Assessment District bonds, and \$20,531,370 in government agency securities and corporate bonds (including Wells Fargo, Walt Disney, JP Morgan Chase, American Express, US Bancorp, Citibank, Pfizer Inc., Caterpillar Inc., Walmart Inc., Apple Inc., Bank of America Corp, and PNC Bank). The overall total portfolio returns for the quarter ended December 31, 2020 were 1.06%.

The City's Westamerica general operating bank account had a balance of \$15,635,658 at quarter end.

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**FOR CITY CLERK ONLY**

**Council Meeting:**

**Disposition:**

**SAN RAFAEL CITY COUNCIL AGENDA REPORT / Page: 2**

Exhibit A is composed of four parts: (1) Quarterly Investment Portfolio Report; (2) Historical Activity By Quarter summarizing the City's investments; (3) the three monthly investment reports from Insight Investment for the quarter; and (4) the two CAMP Lease Revenue Bonds Series 2018 Project Fund Account 7023-001 and Capitalized Interest Account 7023-002 for the month ending December 2020.

**FISCAL IMPACT:** No financial impact occurs by adopting the report. The City continues to meet the priority principles of investing - safety, liquidity and yield in respective order. The portfolio remains conservatively invested. Sufficient liquidity exists to meet daily operating and capital project requirements for the next six months. Operating funds, as defined for this report, exclude cash held with fiscal agents for the payment of bond principal and interest.

**RECOMMENDATION:** Accept investment report for the quarter ending December 31, 2020, as presented.

**ATTACHMENTS:**

Exhibit A:

1. Quarterly Investment Portfolio Report
2. Historical Activity by Quarter Report
3. Insight Investment Statements, October through December 2020
4. CAMP Lease Revenue Bonds Series 2018 Project Fund & Capitalize Interest Statements for the Month Ending December 31, 2020

I CERTIFY THAT ALL INVESTMENTS MADE ARE IN CONFORMANCE WITH THE CITY'S APPROVED INVESTMENT POLICY AND STATE INVESTMENT REGULATIONS. THE CITY HAS SUFFICIENT LIQUIDITY TO MEET ALL OF THE OBLIGATIONS REQUIRED DURING THE NEXT SIX-MONTH PERIOD.

A handwritten signature in blue ink that reads "Nadine Atieh Hade". The signature is written in a cursive style.

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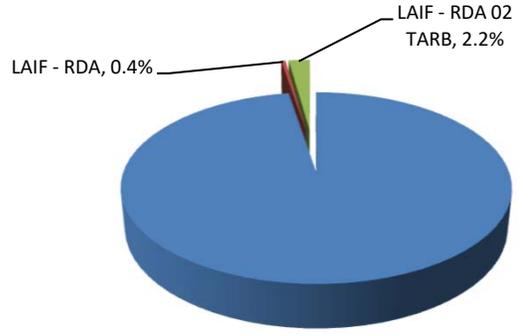
NADINE ATIEH HADE  
FINANCE DIRECTOR

# City of Rafael

## Quarterly Investment Portfolio Report

### December 31, 2020

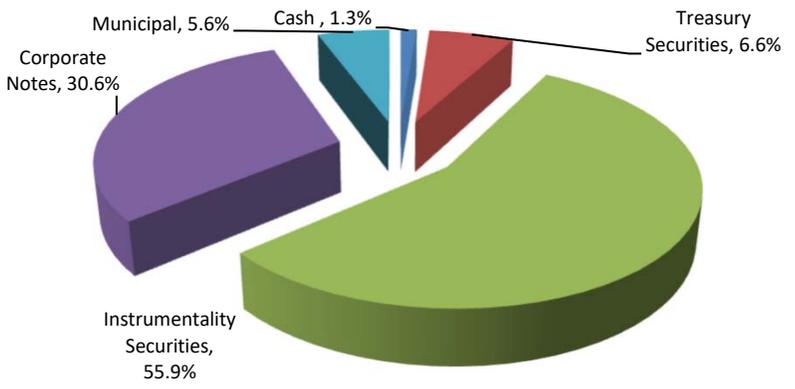
Internally Managed Assets		%	Return
LAIF	\$ 34,362,709	97.4%	0.54%
LAIF - RDA	\$ 154,528	0.4%	0.54%
LAIF - RDA 02 TARB	\$ 766,772	2.2%	0.54%
<b>Total Internally Managed</b>	<b>\$ 35,284,010</b>	<b>61.5%</b>	



**Weighted Average Yield** **0.54%**  
 Days

Effective Average Duration - Internal 1  
 Weighted Average Maturity - Internal 1 LAIF, 97.4%

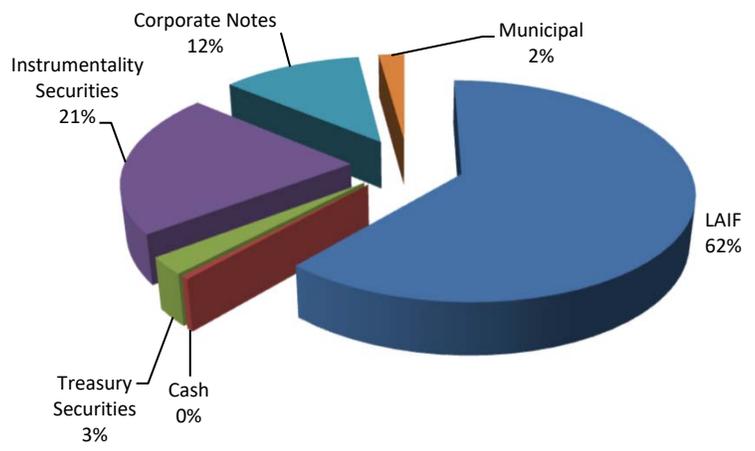
Externally Managed Assets		%	Return
Cash	\$ 278,791	1.3%	0.01%
Treasury Securities	\$ 1,464,113	6.6%	1.54%
Instrumentality Securities	\$ 12,320,155	55.9%	1.58%
Corporate Notes	\$ 6,747,102	30.6%	2.02%
Municipal	\$ 1,239,200	5.6%	5.25%
<b>Total Externally Managed</b>	<b>\$ 22,049,361</b>	<b>38.5%</b>	



**Weighted Average Yield** **1.90%**  
 Years

Effective Average Duration - External 1.91  
 Weighted Average Maturity - External 2.22

Total Portfolio Assets		%	Return
LAIF	\$ 35,284,010	61.5%	0.54%
Cash	\$ 278,791	0.5%	0.01%
Treasury Securities	\$ 1,464,113	2.6%	1.54%
Instrumentality Securities	\$ 12,320,155	21.5%	1.58%
Corporate Notes	\$ 6,747,102	11.8%	2.02%
Municipal	\$ 1,239,200	2.2%	5.25%
<b>Total Portfolio Assets</b>	<b>\$ 57,333,371</b>		



**Weighted Average Yield** **1.06%**  
 Years

Effective Average Duration - Total 0.74  
 Weighted Average Maturity - Total 0.86

**Based on Market Values**

# City of San Rafael

## Historical Activity-By Quarter

	December 31, 2020			September 30, 2020			June 30, 2020			March 31, 2020			December 31, 2019			September 30, 2019		
Internally Managed Assets		%	Return															
LAIF	\$ 35,129,481	99.6%	0.54%	\$ 23,075,641	99.3%	0.68%	\$ 32,962,961	99.5%	1.22%	\$ 22,847,933	99.3%	1.78%	\$ 22,767,096	99.3%	2.04%	\$ 12,680,946	98.8%	2.28%
LAIF - Housing	\$ 154,528	0.4%	0.54%	\$ 154,201	0.7%	0.68%	\$ 153,640	0.5%	1.22%	\$ 152,871	0.7%	1.78%	\$ 151,998	0.7%	2.04%	\$ 151,067	1.2%	2.28%
<b>Total Internally Managed</b>	<b>\$ 35,284,009</b>	<b>61.5%</b>		<b>\$ 23,229,842</b>	<b>51.3%</b>		<b>\$ 33,116,601</b>	<b>57.4%</b>		<b>\$ 23,000,804</b>	<b>48.6%</b>		<b>\$ 22,919,094</b>	<b>49.0%</b>		<b>\$ 12,832,013</b>	<b>34.9%</b>	
<b>Weighted Average Yield</b>			<b>0.54%</b>			<b>0.68%</b>			<b>1.22%</b>			<b>1.78%</b>			<b>2.04%</b>			<b>2.28%</b>
<b>Externally Managed Assets</b>		%	Return															
Cash	\$ 278,791	22.5%	0.01%	\$ 387,991	31.3%	0.00%	\$ 1,784,838	135.7%	0.00%	\$ 57,810	4.4%	0.00%	\$ 39,382	3.0%	0.00%	\$ -	0.0%	0.00%
Treasury Securities	\$ 1,464,113	6.6%	1.54%	\$ 1,470,457	6.7%	1.54%	\$ 2,476,872	10.1%	1.49%	\$ 3,083,104	12.7%	1.54%	\$ 3,010,993	12.6%	1.55%	\$ 4,569,064	19.1%	1.47%
Instrumentality Securities	\$ 12,320,155	55.9%	1.58%	\$ 12,173,214	55.3%	1.70%	\$ 12,218,650	49.8%	1.80%	\$ 13,227,918	54.4%	1.81%	\$ 13,379,064	56.0%	1.80%	\$ 15,010,194	62.8%	1.83%
Corporate Notes	\$ 6,747,102	30.6%	2.02%	\$ 6,751,751	30.7%	2.06%	\$ 6,749,718	27.5%	2.23%	\$ 6,636,962	27.3%	2.23%	\$ 6,157,409	25.8%	2.25%	\$ 2,994,607	12.5%	2.51%
Municipal/Assessment District	\$ 1,239,200	5.6%	5.25%	\$ 1,239,200	5.6%	5.25%	\$ 1,315,100	5.4%	5.25%	\$ 1,315,100	5.4%	5.25%	\$ 1,315,100	5.5%	5.25%	\$ 1,315,100	5.5%	5.25%
<b>Total Externally Managed</b>	<b>\$ 22,049,361</b>	<b>38.5%</b>		<b>\$ 22,022,613</b>	<b>48.7%</b>		<b>\$ 24,545,178</b>	<b>42.6%</b>		<b>\$ 24,320,894</b>	<b>51.4%</b>		<b>\$ 23,901,948</b>	<b>51.0%</b>		<b>\$ 23,888,965</b>	<b>65.1%</b>	
<b>Weighted Average Yield</b>			<b>1.90%</b>			<b>1.97%</b>			<b>1.94%</b>			<b>2.07%</b>			<b>2.07%</b>			<b>2.03%</b>
Effective Average Duration - External			Years															
Weighted Average Maturity - External			1.91			1.91			1.83			2.07			2.10			1.86
<b>Total Portfolio Assets</b>		%	Return															
LAIF	\$ 35,284,009	61.5%	0.54%	\$ 23,229,842	51.3%	0.68%	\$ 33,116,601	57.4%	1.22%	\$ 23,000,804	48.6%	1.78%	\$ 22,919,094	49.0%	2.04%	\$ 12,832,013	34.9%	2.28%
Cash	\$ 278,791	0.5%	0.01%	\$ 387,991	0.9%	0.00%	\$ 1,784,838	3.1%	0.00%	\$ 57,810	0.1%	0.00%	\$ 39,382	0.1%	0.00%	\$ -	0.0%	0.00%
Treasury Securities	\$ 1,464,113	2.6%	1.54%	\$ 1,470,457	3.2%	1.54%	\$ 2,476,872	4.3%	1.49%	\$ 3,083,104	6.5%	1.54%	\$ 3,010,993	6.4%	1.55%	\$ 4,569,064	12.4%	1.47%
Instrumentality Securities	\$ 12,320,155	21.5%	1.58%	\$ 12,173,214	26.9%	1.70%	\$ 12,218,650	21.2%	1.80%	\$ 13,227,918	28.0%	1.81%	\$ 13,379,064	28.6%	1.80%	\$ 15,010,194	40.9%	1.83%
Corporate Notes	\$ 6,747,102	11.8%	2.02%	\$ 6,751,751	14.9%	2.06%	\$ 6,749,718	11.7%	2.23%	\$ 6,636,962	14.0%	2.23%	\$ 6,157,409	13.2%	2.25%	\$ 2,994,607	8.2%	2.51%
Municipal/Assessment District	\$ 1,239,200	2.2%	5.25%	\$ 1,239,200	2.7%	5.25%	\$ 1,315,100	2.3%	5.25%	\$ 1,315,100	2.8%	5.25%	\$ 1,315,100	2.8%	5.25%	\$ 1,315,100	3.6%	5.25%
<b>Total Portfolio Assets</b>	<b>\$ 57,333,369</b>			<b>\$ 45,252,454</b>			<b>\$ 57,661,778</b>			<b>\$ 47,321,697</b>			<b>\$ 46,821,041</b>			<b>\$ 36,720,977</b>		
<b>Weighted Average Yield</b>			<b>1.06%</b>			<b>1.31%</b>			<b>1.53%</b>			<b>1.93%</b>			<b>2.06%</b>			<b>2.12%</b>
Effective Average Duration - Total			Years															
Weighted Average Maturity - Total			0.74			0.93			0.78			1.07			1.07			1.21
			0.86			1.08			0.88			1.19			1.22			1.39

### Performance Recap

- The weighted average quarterly portfolio yield decreased from 1.31% to 1.06% during the past quarter. The yield has decreased over the past year, from 2.06% in the quarter ended December 31, 2020 to 1.06% in the most recent quarter. This trend is reflective of the general decrease in interest rates that occurred throughout the year.
- The effective average duration decreased, from 0.93 to 0.74 years since last quarter due to an increase in LAIF assets.
- The total portfolio assets increased by approximately \$12 million during the quarter. This is due to the receipt of property tax funds in December and subsequent transfer to LAIF.

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# SAN RAFAEL

October 2020



# SECURITIES HELD

SAN RAFAEL

As of October 31, 2020

Cusip	Description	Coupon	Maturity	Par value or shares	Historical cost	Trade date	Purchase yield	% Portfolio hist cost
<b>Cash and Cash Equivalents</b>								
	Cash and Cash Equivalents			192,006.44	192,006.44			0.88
<b>Total Cash and Cash Equivalents</b>				<b>192,006.44</b>	<b>192,006.44</b>			<b>0.88</b>
<b>Corporate Bonds</b>								
94974BFR6	WELLS FARGO AND CO	3.000	01/22/2021	500,000.00	501,180.00	03/18/2020	2.71	2.31
254687CK0	WALT DISNEY CO	4.500	02/15/2021	500,000.00	515,190.00	12/17/2019	1.83	2.37
46625HQJ2	JP MORGAN CHASE & CO	2.550	03/01/2021	500,000.00	494,725.00	01/25/2019	3.08	2.28
0258MOEB1	AMERICAN EXPRESS CREDIT CORP	2.250	05/05/2021	550,000.00	552,667.50	12/17/2019	1.89	2.55
91159HHA1	US BANCORP/MN	4.125	05/24/2021	500,000.00	514,880.00	12/18/2019	1.98	2.37
17325FAQ1	CITIBANK NA - CITIBANK	3.400	07/23/2021	500,000.00	507,030.00	05/29/2019	2.72	2.34
717081DZ3	PFIZER INC	2.200	12/15/2021	500,000.00	503,615.00	12/17/2019	1.83	2.32
149123BX8	CATERPILLAR INC	2.600	06/26/2022	500,000.00	500,300.00	05/16/2019	2.58	2.30
931142DH3	WAL-MART STORES INC	2.550	04/11/2023	500,000.00	509,155.00	09/17/2019	2.01	2.35
037833AK6	APPLE INC	2.400	05/03/2023	500,000.00	506,880.00	09/17/2019	2.00	2.33
06051GHC6	BANK OF AMERICA CORP - BOA	3.004	12/20/2023	500,000.00	525,795.00	10/15/2020	0.61	2.42
693475AV7	PNC FINANCIAL SERVICES GROUP I	3.500	01/23/2024	500,000.00	523,455.00	07/26/2019	2.39	2.41
06051GHF9	BANK OF AMERICA CORP - BOA	3.550	03/05/2024	500,000.00	535,525.00	07/17/2020	0.81	2.47
<b>Total Corporate Bonds</b>				<b>6,550,000.00</b>	<b>6,690,397.50</b>		<b>2.02</b>	<b>30.82</b>
<b>Government Agencies</b>								
3133EJ4Q9	FEDERAL FARM CREDIT BANKS FUNDING CORP	2.550	01/11/2021	500,000.00	499,100.00	01/25/2019	2.64	2.30
313373ZY1	FEDERAL HOME LOAN BANKS	3.625	06/11/2021	1,000,000.00	1,024,040.00	03/07/2019	2.52	4.72
313378JP7	FEDERAL HOME LOAN BANKS	2.375	09/10/2021	600,000.00	602,430.00	05/15/2019	2.19	2.78
3135G0Q89	FEDERAL NATIONAL MORTGAGE ASSOCIATION	1.375	10/07/2021	1,100,000.00	1,099,318.00	02/10/2020	1.41	5.06
3137EADB2	FEDERAL HOME LOAN MORTGAGE COR	2.375	01/13/2022	1,650,000.00	1,676,634.30	09/30/2019	1.65	7.72
313378WG2	FEDERAL HOME LOAN BANKS	2.500	03/11/2022	1,000,000.00	1,016,330.00	06/13/2019	1.89	4.68
3135G0T78	FEDERAL NATIONAL MORTGAGE ASSOCIATION	2.000	10/05/2022	600,000.00	601,716.00	07/09/2019	1.91	2.77
3130A3KM5	FEDERAL HOME LOAN BANKS	2.500	12/09/2022	1,000,000.00	1,021,240.00	07/01/2019	1.86	4.70
3134GW2F2	FEDERAL HOME LOAN MORTGAGE COR	0.300	05/25/2023	1,000,000.00	1,000,000.00	08/24/2020	0.30	4.61
3135G0U43	FEDERAL NATIONAL MORTGAGE ASSOCIATION	2.875	09/12/2023	1,000,000.00	1,047,553.22	09/24/2019	1.63	4.83
3135G0V34	FEDERAL NATIONAL MORTGAGE ASSOCIATION	2.500	02/05/2024	600,000.00	621,262.80	10/21/2019	1.64	2.86
3136G46B4	FEDERAL NATIONAL MORTGAGE ASSOCIATION	0.350	04/26/2024	1,200,000.00	1,199,700.00	10/30/2020	0.38	5.53
3135G0V75	FEDERAL NATIONAL MORTGAGE ASSOCIATION	1.750	07/02/2024	750,000.00	753,426.75	11/04/2019	1.65	3.47
<b>Total Government Agencies</b>				<b>12,000,000.00</b>	<b>12,162,751.07</b>		<b>1.58</b>	<b>56.03</b>
<b>Government Bonds</b>								
912828M80	UNITED STATES TREASURY NOTE/BOND	2.000	11/30/2022	750,000.00	762,072.83	01/27/2020	1.42	3.51

# SECURITIES HELD

As of October 31, 2020

Cusip	Description	Coupon	Maturity	Par value or shares	Historical cost	Trade date	Purchase yield	% Portfolio hist cost
912828U57	UNITED STATES TREASURY NOTE/BOND	2.125	11/30/2023	650,000.00	661,529.52	10/28/2019	1.67	3.05
<b>Total Government Bonds</b>				<b>1,400,000.00</b>	<b>1,423,602.35</b>		<b>1.54</b>	<b>6.56</b>
<b>Municipal/Provincial Bonds</b>								
888599LS4	PT. SAN ASSESS DISTRICT	5.250	09/02/2032	1,239,200.00	1,239,200.00	03/01/2014	5.25	5.71
<b>Total Municipal/Provincial Bonds</b>				<b>1,239,200.00</b>	<b>1,239,200.00</b>		<b>5.25</b>	<b>5.71</b>
<b>Grand Total</b>				<b>21,381,206.44</b>	<b>21,707,957.36</b>		<b>1.91</b>	<b>100.00</b>

# ADDITIONAL INFORMATION

## As of October 31, 2020

Past performance is not a guide to future performance. The value of investments and any income from them will fluctuate and is not guaranteed (this may partly be due to exchange rate changes) and investors may not get back the amount invested. Transactions in foreign securities may be executed and settled in local markets. Performance comparisons will be affected by changes in interest rates. Investment returns fluctuate due to changes in market conditions. Investment involves risk, including the possible loss of principal. No assurance can be given that the performance objectives of a given strategy will be achieved. The information contained herein is for your reference only and is being provided in response to your specific request and has been obtained from sources believed to be reliable; however, no representation is made regarding its accuracy or completeness. This document must not be used for the purpose of an offer or solicitation in any jurisdiction or in any circumstances in which such offer or solicitation is unlawful or otherwise not permitted. This document should not be duplicated, amended, or forwarded to a third party without consent from Insight. This is a marketing document intended for professional clients only and should not be made available to or relied upon by retail clients.

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Where indicated, performance numbers used in the analysis are gross returns. The performance reflects the reinvestment of all dividends and income. INA charges management fees on all portfolios managed and these fees will reduce the returns on the portfolios. For example, assume that \$30 million is invested in an account with INA, and this account achieves a 5.0% annual return compounded monthly, gross of fees, for a period of five years. At the end of five years that account would have grown to \$38,500,760 before the deduction of management fees. Assuming management fees of 0.25% per year are deducted monthly from the account, the value at the end of the five year period would be \$38,022,447. Actual fees for new accounts are dependent on size and subject to negotiation. INA's investment advisory fees are discussed in Part 2A of its Form ADV.

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For trading activity the Clearing broker will be reflected. In certain cases the Clearing broker will differ from the Executing broker.

In calculating ratings distributions and weighted average portfolio quality, Insight assigns U.S Treasury and U.S agency securities a quality rating based on the methodology used within the respective benchmark index. When Moody's, S&P and Fitch rate a security, Bank of America and Merrill Lynch indexes assign a simple weighted average statistic while Barclays indexes assign the median statistic. Insight assigns all other securities the lower of Moody's and S&P ratings.

Information about the indices shown here is provided to allow for comparison of the performance of the strategy to that of certain well-known and widely recognized indices. There is no representation that such index is an appropriate benchmark for such comparison. You cannot invest directly in an index and the indices represented do not take into account trading commissions and/or other brokerage or custodial costs. The volatility of the indices may be materially different from that of the strategy. In addition, the strategy's holdings may differ substantially from the securities that comprise the indices shown.

The BofA Merrill Lynch 3 Mo US T-Bill index is an unmanaged market index of U.S. Treasury securities maturing in 90 days that assumes reinvestment of all income.

The BofA Merrill Lynch 6 Mo US T-Bill index measures the performance of Treasury bills with time to maturity of less than 6 months.

The BofA Merrill Lynch Current 1-Year US Treasury Index is a one-security index comprised of the most recently issued 1-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 1-year note must be auctioned on or before the third business day before the last business day of the month.

The BofA Merrill Lynch Current 3-Year US Treasury Index is a one-security index comprised of the most recently issued 3-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 3-year note must be auctioned on or before the third business day before the last business day of the month.

The BofA Merrill Lynch Current 5-Year US Treasury Index is a one-security index comprised of the most recently issued 5-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 5-year note must be auctioned on or before the third business day before the last business day of the month.

The BofA Merrill Lynch 1-3 US Year Treasury Index is an unmanaged index that tracks the performance of the direct sovereign debt of the U.S. Government having a maturity of at least one year and less than three years.

The BofA Merrill Lynch 1-5 US Year Treasury Index is an unmanaged index that tracks the performance of the direct sovereign debt of the U.S. Government having a maturity of at least one year and less than five years.

# ADDITIONAL INFORMATION

## As of October 31, 2020

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# SAN RAFAEL

November 2020

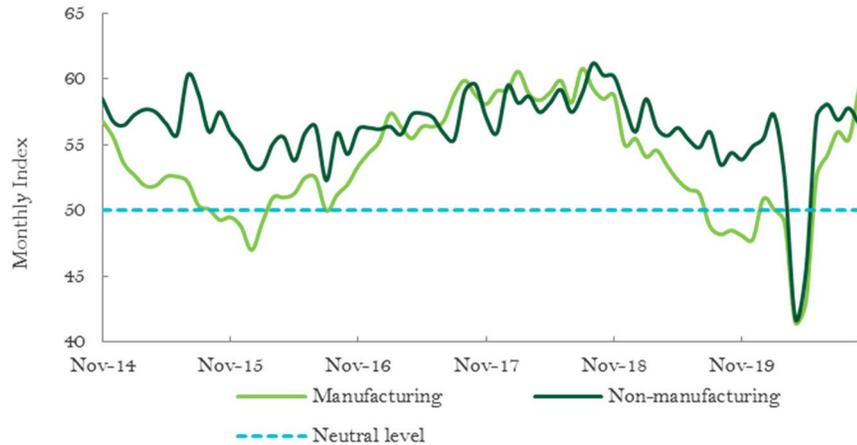


# Contents

Fixed income market review	3
Activity and performance summary	4
Recap of securities held	6
Maturity distribution of securities held	7
Securities held	8
GASB 40 - Deposit and investment risk disclosure	11
Detail of return and interest received	15
Transaction report	17
Additional information	18

## As of November 30, 2020

Chart 1: Manufacturing ISM increases more than expected



Source: Bloomberg Finance LP, November 30, 2020.

Chart 2: Retail sales growth slows



Source: Bloomberg Finance LP, November 30, 2020.

### Economic Indicators and Monetary Policy

Former Vice President Joe Biden was elected the next President of the United States, winning the electoral college 306 to 232 and the popular vote by ~6 million.

The Democratic Party won a narrower majority in the House of Representatives. The Senate, however, stood at 50 to 48 in the Republican Party's favor and will be decided by two run-offs in Georgia. If the Republicans win at least one (which they are strong favorites to) they will retain control of the Senate. If the Democrats win both run-offs, the Senate will be deadlocked at 50:50, but as Vice President-elect Kamala Harris will be given any deciding vote in the event of a tie it would hand the Democrats an effective Senate majority.

COVID-19 cases continued to rise, and hospitalizations increased to their highest levels since the start of the pandemic, resulting in concerns of stretched healthcare systems in some regions and some additional restrictions on economic activity.

Data-wise, the ISM manufacturing PMI rose sharply in October at 59.3, above expectations of 56, as new orders jumped due to restocking demand. The ISM services index (which was more impacted by the pandemic) receded 1.2pts to 56.6, remaining in expansionary territory (Chart 1).

Payrolls rose 638,000 with private sector hiring particularly high at 906,000 as public sector lost 268,000, driven by lay-offs at the state and local level and census employment rolling back after the spike during the summer. Elsewhere, retail sales momentum slowed in October, more than expected 0.3% versus consensus at 0.5% (Chart 2).

### Interest Rate Summary

Treasury yields did not change materially over the month. At the end of November, the 3-month US Treasury bill yielded 0.08%, the 6-month US Treasury bill yielded 0.09%, the 2-year US Treasury note yielded 0.15%, the 5-year US Treasury note yielded 0.36% and the 10-year US Treasury note yielded 0.84%.

# ACTIVITY AND PERFORMANCE SUMMARY

For the period November 1, 2020 - November 30, 2020

## Amortized Cost Basis Activity Summary

<b>Opening balance</b>		21,593,039.78
Income received	36,908.19	
<b>Total receipts</b>		36,908.19
Expenses paid	(129.81)	
<b>Total disbursements</b>		(129.81)
Interportfolio transfers	0.00	
<b>Total Interportfolio transfers</b>		0.00
Realized gain (loss)		0.00
Change in accruals from security movement		0.00
<b>Total amortization expense</b>		(10,754.97)
<b>Total OID/MKT accretion income</b>		288.86
Return of capital		0.00
<b>Closing balance</b>		21,619,352.05
<b>Ending fair value</b>		22,021,177.30
Unrealized gain (loss)		401,825.25

## Detail of Amortized Cost Basis Return

	Interest earned	Accretion (amortization)	Realized gain (loss)	Total income
Cash and Cash Equivalents	1.94	0.00	0.00	1.94
Corporate Bonds	16,052.31	(5,465.19)	0.00	10,587.12
Government Agencies	19,626.39	(4,420.48)	0.00	15,205.91
Government Bonds	2,361.68	(580.44)	0.00	1,781.24
Municipal/Provincial Bonds	5,240.79	0.00	0.00	5,240.79
<b>Total</b>	<b>43,283.11</b>	<b>(10,466.11)</b>	<b>0.00</b>	<b>32,817.00</b>

## Comparative Rates of Return (%)

	* Twelve month trailing	* Six month trailing	* One month
Fed Funds	0.49	0.04	0.01
Overnight Repo	0.51	0.05	0.01
Merrill Lynch 3m US Treas Bill	0.45	0.05	0.01
Merrill Lynch 6m US Treas Bill	0.45	0.05	0.01
ML 1 Year US Treasury Note	0.50	0.07	0.01
ML 2 Year US Treasury Note	0.52	0.08	0.01
ML 5 Year US Treasury Note	0.65	0.16	0.03

\* rates reflected are cumulative

## Summary of Amortized Cost Basis Return for the Period

	Total portfolio
Interest earned	43,283.11
Accretion (amortization)	(10,466.11)
Realized gain (loss) on sales	0.00
Total income on portfolio	32,817.00
Average daily amortized cost	21,601,593.42
Period return (%)	0.15
YTD return (%)	1.83
Weighted average final maturity in days	847

# ACTIVITY AND PERFORMANCE SUMMARY

For the period November 1, 2020 - November 30, 2020

<u>Fair Value Basis Activity Summary</u>		
<b>Opening balance</b>		22,008,655.53
Income received	36,908.19	
<b>Total receipts</b>		36,908.19
Expenses paid	(129.81)	
<b>Total disbursements</b>		(129.81)
Interportfolio transfers	0.00	
<b>Total Interportfolio transfers</b>		0.00
Unrealized gain (loss) on security movements		0.00
Change in accruals from security movement		0.00
Return of capital		0.00
Change in fair value for the period		(24,256.61)
<b>Ending fair value</b>		22,021,177.30

<u>Detail of Fair Value Basis Return</u>			
	Interest earned	Change in fair value	Total income
Cash and Cash Equivalents	1.94	0.00	1.94
Corporate Bonds	16,052.31	(8,800.47)	7,251.84
Government Agencies	19,626.39	(13,795.98)	5,830.41
Government Bonds	2,361.68	(1,660.16)	701.52
Municipal/Provincial Bonds	5,240.79	0.00	5,240.79
<b>Total</b>	<b>43,283.11</b>	<b>(24,256.61)</b>	<b>19,026.50</b>

<u>Comparative Rates of Return (%)</u>			
	* Twelve month trailing	* Six month trailing	* One month
Fed Funds	0.49	0.04	0.01
Overnight Repo	0.51	0.05	0.01
ICE Bofa 3 Months US T-BILL	0.80	0.07	0.01
ICE Bofa 6m US Treas Bill	1.20	0.11	0.02
ICE Bofa 1 Yr US Treasury Note	2.01	0.17	0.05
ICE BofA US Treasury 1-3	3.27	0.13	0.05
ICE BofA US Treasury 1-5	4.32	0.14	0.07

\* rates reflected are cumulative

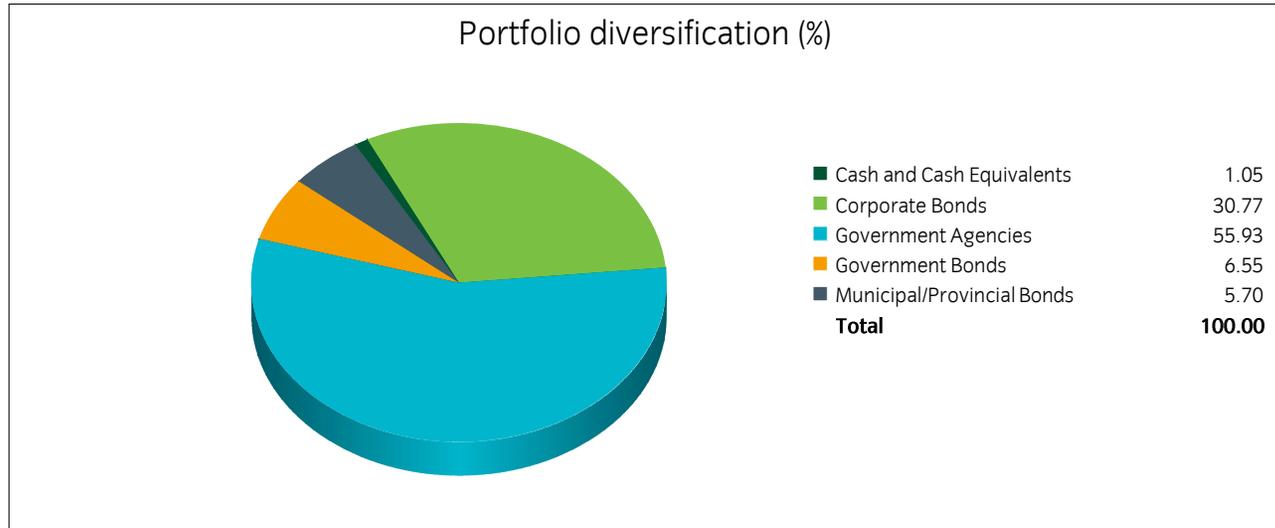
<u>Summary of Fair Value Basis Return for the Period</u>	
	Total portfolio
Interest earned	43,283.11
Change in fair value	(24,256.61)
Total income on portfolio	19,026.50
Average daily total value *	22,153,982.98
Period return (%)	0.09
YTD return (%)	3.15
Weighted average final maturity in days	847

\* Total value equals market value and accrued interest

# RECAP OF SECURITIES HELD

As of November 30, 2020

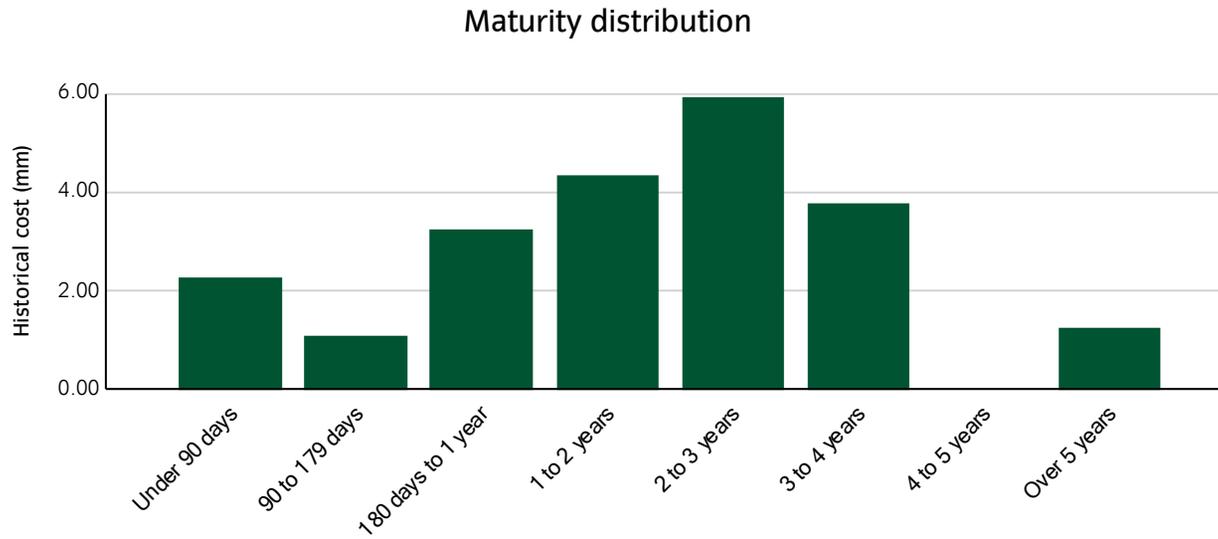
	Historical cost	Amortized cost	Fair value	Unrealized gain (loss)	Weighted average final maturity (days)	Percent of portfolio	Weighted average effective duration (years)
Cash and Cash Equivalents	228,784.82	228,784.82	228,784.82	0.00	1	1.05	0.00
Corporate Bonds	6,690,397.50	6,642,821.79	6,753,507.19	110,685.40	538	30.77	1.20
Government Agencies	12,162,751.07	12,091,604.56	12,334,361.07	242,756.51	676	55.93	1.58
Government Bonds	1,423,602.35	1,416,940.88	1,465,324.22	48,383.34	900	6.55	2.41
Municipal/Provincial Bonds	1,239,200.00	1,239,200.00	1,239,200.00	0.00	4,294	5.70	8.69
<b>Total</b>	<b>21,744,735.74</b>	<b>21,619,352.05</b>	<b>22,021,177.30</b>	<b>401,825.25</b>	<b>847</b>	<b>100.00</b>	<b>1.91</b>



# MATURITY DISTRIBUTION OF SECURITIES HELD

As of November 30, 2020

Maturity	Historic cost	Percent
Under 90 days	2,238,979.82	10.30
90 to 179 days	1,067,547.50	4.91
180 days to 1 year	3,232,818.00	14.87
1 to 2 years	4,298,595.30	19.77
2 to 3 years	5,908,221.05	27.17
3 to 4 years	3,759,374.07	17.29
4 to 5 years	0.00	0.00
Over 5 years	1,239,200.00	5.70
	<b>21,744,735.74</b>	<b>100.00</b>



# SECURITIES HELD

## As of November 30, 2020

Cusip	Description	Coupon	Maturity/ Call date	Par value or shares	Historical cost	Amortized cost	Fair value	Unrealized gain (loss)	Total accrued interest	% Port cost
<b>Cash and Cash Equivalents</b>										
	Cash and Cash Equivalents	0.000		228,784.82	228,784.82	228,784.82	228,784.82	0.00	0.00	1.05
<b>Total Cash and Cash Equivalents</b>				<b>228,784.82</b>	<b>228,784.82</b>	<b>228,784.82</b>	<b>228,784.82</b>	<b>0.00</b>	<b>0.00</b>	<b>1.05</b>
<b>Corporate Bonds</b>										
94974BFR6	WELLS FARGO & COMPANY 3% 22JAN2021	3.000	01/22/2021	500,000.00	501,180.00	500,201.18	501,822.36	1,621.18	5,333.33	2.30
254687CK0	WALT DISNEY COMPANY/THE 4.5% 15FEB2021	4.500	02/15/2021	500,000.00	515,190.00	502,718.97	504,218.42	1,499.45	6,562.50	2.37
46625HQJ2	JPMORGAN CHASE & CO 2.55% 01MAR2021 (CALLABLE 01FEB21)	2.550	03/01/2021 02/01/2021	500,000.00	494,725.00	499,365.89	501,869.02	2,503.13	3,152.08	2.28
0258M0EB1	AMERICAN EXPRESS CREDIT 2.25% 05MAY2021 (CALLABLE 04APR21)	2.250	05/05/2021 04/04/2021	550,000.00	552,667.50	550,706.77	553,831.78	3,125.01	859.38	2.54
91159HHA1	US BANCORP 4.125% 24MAY2021 (CALLABLE 23APR21)	4.125	05/24/2021 04/23/2021	500,000.00	514,880.00	504,378.27	507,798.03	3,419.76	343.75	2.37
17325FAQ1	CITIBANK NA 3.4% 23JUL2021 (CALLABLE 23JUN21)	3.400	07/23/2021 06/23/2021	500,000.00	507,030.00	501,915.56	508,805.05	6,889.49	5,997.22	2.33
717081DZ3	PFIZER INC 2.2% 15DEC2021	2.200	12/15/2021	500,000.00	503,615.00	501,885.43	510,034.31	8,148.88	5,041.67	2.32
149123BX8	CATERPILLAR INC 2.6% 26JUN2022 (CALLABLE 26MAR22)	2.600	06/26/2022 03/26/2022	500,000.00	500,300.00	500,138.51	514,908.88	14,770.37	5,561.11	2.30
931142DH3	WALMART INC 2.55% 11APR2023 (CALLABLE 11JAN23)	2.550	04/11/2023 01/11/2023	500,000.00	509,155.00	505,830.09	523,675.08	17,844.99	1,735.42	2.34
037833AK6	APPLE INC 2.4% 03MAY2023	2.400	05/03/2023	500,000.00	506,880.00	504,595.44	524,897.74	20,302.30	900.00	2.33

# SECURITIES HELD

## As of November 30, 2020

Cusip	Description	Coupon	Maturity/ Call date	Par value or shares	Historical cost	Amortized cost	Fair value	Unrealized gain (loss)	Total accrued interest	% Port cost
<b>Corporate Bonds</b>										
06051GHC6	BANK OF AMERICA CORP 3.004% 20DEC2023 (CALLABLE 20DEC22)	3.004	12/20/2023 12/20/2022	500,000.00	525,795.00	524,285.37	525,040.00	754.63	6,675.56	2.42
693475AV7	PNC FINANCIAL SERVICES 3.5% 23JAN2024 (CALLABLE 23DEC23)	3.500	01/23/2024 12/24/2023	500,000.00	523,455.00	516,291.48	544,048.47	27,756.99	6,173.61	2.41
06051GHF9	BANK OF AMERICA CORP 3.55% 05MAR2024 (CALLABLE 05MAR23)	3.550	03/05/2024 03/05/2023	500,000.00	535,525.00	530,508.83	532,558.05	2,049.22	4,190.97	2.46
<b>Total Corporate Bonds</b>				<b>6,550,000.00</b>	<b>6,690,397.50</b>	<b>6,642,821.79</b>	<b>6,753,507.19</b>	<b>110,685.40</b>	<b>52,526.60</b>	<b>30.77</b>
<b>Government Agencies</b>										
3133EJ4Q9	FEDERAL FARM CREDIT BANK 2.55% 11JAN2021	2.550	01/11/2021	500,000.00	499,100.00	499,947.81	501,360.41	1,412.60	4,922.92	2.30
313373ZY1	FEDERAL HOME LOAN BANK 3.625% 11JUN2021	3.625	06/11/2021	1,000,000.00	1,024,040.00	1,005,633.91	1,018,437.37	12,803.46	17,017.36	4.71
313378JP7	FEDERAL HOME LOAN BANK 2.375% 10SEP2021	2.375	09/10/2021	600,000.00	602,430.00	600,813.88	610,493.14	9,679.26	3,166.67	2.77
3135G0Q89	FANNIE MAE 1.375% 07OCT2021	1.375	10/07/2021	1,100,000.00	1,099,318.00	1,099,649.88	1,111,803.00	12,153.12	2,226.74	5.06
3137EADB2	FREDDIE MAC 2.375% 13JAN2022	2.375	01/13/2022	1,650,000.00	1,676,634.30	1,663,026.24	1,691,546.41	28,520.17	14,913.02	7.71
313378WG2	FEDERAL HOME LOAN BANK 2.5% 11MAR2022	2.500	03/11/2022	1,000,000.00	1,016,330.00	1,007,611.86	1,029,958.80	22,346.94	5,486.11	4.67
3135G0T78	FANNIE MAE 2% 05OCT2022	2.000	10/05/2022	600,000.00	601,716.00	600,977.84	620,125.60	19,147.76	1,833.33	2.77
3130A3KM5	FEDERAL HOME LOAN BANK 2.5% 09DEC2022	2.500	12/09/2022	1,000,000.00	1,021,240.00	1,012,497.14	1,046,590.87	34,093.73	11,875.00	4.70

# SECURITIES HELD

SAN RAFAEL

## As of November 30, 2020

Cusip	Description	Coupon	Maturity/ Call date	Par value or shares	Historical cost	Amortized cost	Fair value	Unrealized gain (loss)	Total accrued interest	% Port cost
<b>Government Agencies</b>										
3134GW2F2	FREDDIE MAC 0.3% 25MAY2023 (CALLABLE 25AUG21)	0.300	05/25/2023 08/25/2021	1,000,000.00	1,000,000.00	1,000,000.00	998,943.82	(1,056.18)	791.67	4.60
3135G0U43	FANNIE MAE 2.875% 12SEP2023	2.875	09/12/2023	1,000,000.00	1,047,553.22	1,033,343.83	1,073,663.20	40,319.37	6,229.17	4.82
3135G0V34	FANNIE MAE 2.5% 05FEB2024	2.500	02/05/2024	600,000.00	621,262.80	615,757.87	642,855.49	27,097.62	4,791.67	2.86
3136G46B4	FANNIE MAE 0.35% 26APR2024 (CALLABLE 26OCT21)	0.350	04/26/2024 10/26/2021	1,200,000.00	1,199,700.00	1,199,707.40	1,199,264.87	(442.53)	396.67	5.52
3135G0V75	FANNIE MAE 1.75% 02JUL2024	1.750	07/02/2024	750,000.00	753,426.75	752,636.90	789,318.09	36,681.19	5,395.83	3.46
<b>Total Government Agencies</b>				<b>12,000,000.00</b>	<b>12,162,751.07</b>	<b>12,091,604.56</b>	<b>12,334,361.07</b>	<b>242,756.51</b>	<b>79,046.16</b>	<b>55.93</b>
<b>Government Bonds</b>										
912828M80	USA TREASURY 2% 30NOV2022	2.000	11/30/2022	750,000.00	762,072.83	758,490.53	777,568.36	19,077.83	0.00	3.50
912828U57	USA TREASURY 2.125% 30NOV2023	2.125	11/30/2023	650,000.00	661,529.52	658,450.35	687,755.86	29,305.51	0.00	3.04
<b>Total Government Bonds</b>				<b>1,400,000.00</b>	<b>1,423,602.35</b>	<b>1,416,940.88</b>	<b>1,465,324.22</b>	<b>48,383.34</b>	<b>0.00</b>	<b>6.55</b>
<b>Municipal/Provincial Bonds</b>										
888599LS4	PT. SAN ASSESS DISTRICT 5.25% 144A 02SEP2032 SANRAF\$01	5.250	09/02/2032	1,239,200.00	1,239,200.00	1,239,200.00	1,239,200.00	0.00	15,903.07	5.70
<b>Total Municipal/Provincial Bonds</b>				<b>1,239,200.00</b>	<b>1,239,200.00</b>	<b>1,239,200.00</b>	<b>1,239,200.00</b>	<b>0.00</b>	<b>15,903.07</b>	<b>5.70</b>
<b>Grand total</b>				<b>21,417,984.82</b>	<b>21,744,735.74</b>	<b>21,619,352.05</b>	<b>22,021,177.30</b>	<b>401,825.25</b>	<b>147,475.83</b>	<b>100.00</b>

# GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

As of November 30, 2020

Cusip	Description	Coupon	Maturity date	Call date	S&P rating	Moody rating	Par value or shares	Historical cost	% Portfolio hist cost	Market value	% Portfolio mkt value	Effective dur (yrs)
<b>Federal National Mortgage Association</b>												
3135G0Q89	FANNIE MAE 1.375%	1.375	10/07/2021		AA+	Aaa	1,100,000.00	1,099,318.00	5.06	1,111,803.00	5.05	0.85
3135G0T78	FANNIE MAE 2%	2.000	10/05/2022		AA+	Aaa	600,000.00	601,716.00	2.77	620,125.60	2.82	1.81
3135G0U43	FANNIE MAE 2.875%	2.875	09/12/2023		AA+	Aaa	1,000,000.00	1,047,553.22	4.82	1,073,663.20	4.88	2.68
3135G0V34	FANNIE MAE 2.5%	2.500	02/05/2024		AA+	Aaa	600,000.00	621,262.80	2.86	642,855.49	2.92	3.06
3136G46B4	FANNIE MAE 0.35%	0.350	04/26/2024	10/26/2021	AA+	Aaa	1,200,000.00	1,199,700.00	5.52	1,199,264.87	5.45	1.86
3135G0V75	FANNIE MAE 1.75%	1.750	07/02/2024		AA+	Aaa	750,000.00	753,426.75	3.46	789,318.09	3.58	3.47
<b>Issuer total</b>							<b>5,250,000.00</b>	<b>5,322,976.77</b>	<b>24.48</b>	<b>5,437,030.25</b>	<b>24.69</b>	<b>2.18</b>
<b>Federal Home Loan Banks</b>												
313373ZY1	FEDERAL HOME LOAN	3.625	06/11/2021		AA+	Aaa	1,000,000.00	1,024,040.00	4.71	1,018,437.37	4.62	0.52
313378JP7	FEDERAL HOME LOAN	2.375	09/10/2021		AA+	Aaa	600,000.00	602,430.00	2.77	610,493.14	2.77	0.77
313378WG2	FEDERAL HOME LOAN	2.500	03/11/2022		AA+	Aaa	1,000,000.00	1,016,330.00	4.67	1,029,958.80	4.68	1.25
3130A3KM5	FEDERAL HOME LOAN	2.500	12/09/2022		AA+	Aaa	1,000,000.00	1,021,240.00	4.70	1,046,590.87	4.75	1.96
<b>Issuer total</b>							<b>3,600,000.00</b>	<b>3,664,040.00</b>	<b>16.85</b>	<b>3,705,480.18</b>	<b>16.83</b>	<b>1.16</b>
<b>Federal Home Loan Mortgage Corp</b>												
3137EADB2	FREDDIE MAC 2.375%	2.375	01/13/2022		AA+	Aaa	1,650,000.00	1,676,634.30	7.71	1,691,546.41	7.68	1.10
3134GW2F2	FREDDIE MAC 0.3%	0.300	05/25/2023	08/25/2021	AA+	Aaa	1,000,000.00	1,000,000.00	4.60	998,943.82	4.54	1.44
<b>Issuer total</b>							<b>2,650,000.00</b>	<b>2,676,634.30</b>	<b>12.31</b>	<b>2,690,490.23</b>	<b>12.22</b>	<b>1.23</b>
<b>United States Treasury Note/Bond</b>												
912828M80	USA TREASURY 2%	2.000	11/30/2022		AA+	Aaa	750,000.00	762,072.83	3.50	777,568.36	3.53	1.97
912828U57	USA TREASURY 2.125%	2.125	11/30/2023		AA+	Aaa	650,000.00	661,529.52	3.04	687,755.86	3.12	2.92
<b>Issuer total</b>							<b>1,400,000.00</b>	<b>1,423,602.35</b>	<b>6.55</b>	<b>1,465,324.22</b>	<b>6.65</b>	<b>2.41</b>

# GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

SAN RAFAEL

As of November 30, 2020

Cusip	Description	Coupon	Maturity date	Call date	S&P rating	Moody rating	Par value or shares	Historical cost	% Portfolio hist cost	Market value	% Portfolio mkt value	Effective dur (yrs)
<b>PT. SAN ASSESS DISTRICT</b>												
888599LS4	PT. SAN ASSESS	5.250	09/02/2032		NR	NR	1,239,200.00	1,239,200.00	5.70	1,239,200.00	5.63	8.69
<b>Issuer total</b>							<b>1,239,200.00</b>	<b>1,239,200.00</b>	<b>5.70</b>	<b>1,239,200.00</b>	<b>5.63</b>	<b>8.69</b>
<b>Bank of America Corp</b>												
06051GHC6	BANK OF AMERICA CORP	3.004	12/20/2023	12/20/2022	A-	A2	500,000.00	525,795.00	2.42	525,040.00	2.38	1.98
06051GHF9	BANK OF AMERICA CORP	3.550	03/05/2024	03/05/2023	A-	A2	500,000.00	535,525.00	2.46	532,558.05	2.42	2.17
<b>Issuer total</b>							<b>1,000,000.00</b>	<b>1,061,320.00</b>	<b>4.88</b>	<b>1,057,598.05</b>	<b>4.80</b>	<b>2.08</b>
<b>American Express Credit Corp</b>												
0258M0EB1	AMERICAN EXPRESS	2.250	05/05/2021	04/04/2021	A-	A2	550,000.00	552,667.50	2.54	553,831.78	2.51	0.34
<b>Issuer total</b>							<b>550,000.00</b>	<b>552,667.50</b>	<b>2.54</b>	<b>553,831.78</b>	<b>2.51</b>	<b>0.34</b>
<b>PNC Financial Services Group Inc/The</b>												
693475AV7	PNC FINANCIAL	3.500	01/23/2024	12/24/2023	A-	A3	500,000.00	523,455.00	2.41	544,048.47	2.47	2.90
<b>Issuer total</b>							<b>500,000.00</b>	<b>523,455.00</b>	<b>2.41</b>	<b>544,048.47</b>	<b>2.47</b>	<b>2.90</b>
<b>Apple Inc</b>												
037833AK6	APPLE INC 2.4%	2.400	05/03/2023		AA+	Aa1	500,000.00	506,880.00	2.33	524,897.74	2.38	2.36
<b>Issuer total</b>							<b>500,000.00</b>	<b>506,880.00</b>	<b>2.33</b>	<b>524,897.74</b>	<b>2.38</b>	<b>2.36</b>
<b>Walmart Inc</b>												
931142DH3	WALMART INC 2.55%	2.550	04/11/2023	01/11/2023	AA	Aa2	500,000.00	509,155.00	2.34	523,675.08	2.38	2.07
<b>Issuer total</b>							<b>500,000.00</b>	<b>509,155.00</b>	<b>2.34</b>	<b>523,675.08</b>	<b>2.38</b>	<b>2.07</b>
<b>Caterpillar Inc</b>												
149123BX8	CATERPILLAR INC 2.6%	2.600	06/26/2022	03/26/2022	A	A3	500,000.00	500,300.00	2.30	514,908.88	2.34	1.29
<b>Issuer total</b>							<b>500,000.00</b>	<b>500,300.00</b>	<b>2.30</b>	<b>514,908.88</b>	<b>2.34</b>	<b>1.29</b>

# GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

SAN RAFAEL

As of November 30, 2020

Cusip	Description	Coupon	Maturity date	Call date	S&P rating	Moody rating	Par value or shares	Historical cost	% Portfolio hist cost	Market value	% Portfolio mkt value	Effective dur (yrs)
<b>Pfizer Inc</b>												
717081DZ3	PFIZER INC 2.2%	2.200	12/15/2021		A+	A2	500,000.00	503,615.00	2.32	510,034.31	2.32	1.02
<b>Issuer total</b>							<b>500,000.00</b>	<b>503,615.00</b>	<b>2.32</b>	<b>510,034.31</b>	<b>2.32</b>	<b>1.02</b>
<b>Citibank NA</b>												
17325FAQ1	CITIBANK NA 3.4%	3.400	07/23/2021	06/23/2021	A+	Aa3	500,000.00	507,030.00	2.33	508,805.05	2.31	0.55
<b>Issuer total</b>							<b>500,000.00</b>	<b>507,030.00</b>	<b>2.33</b>	<b>508,805.05</b>	<b>2.31</b>	<b>0.55</b>
<b>US Bancorp</b>												
91159HHA1	US BANCORP 4.125%	4.125	05/24/2021	04/23/2021	A+	A1	500,000.00	514,880.00	2.37	507,798.03	2.31	0.39
<b>Issuer total</b>							<b>500,000.00</b>	<b>514,880.00</b>	<b>2.37</b>	<b>507,798.03</b>	<b>2.31</b>	<b>0.39</b>
<b>Walt Disney Co/The</b>												
254687CK0	WALT DISNEY	4.500	02/15/2021		BBB+	A2	500,000.00	515,190.00	2.37	504,218.42	2.29	0.21
<b>Issuer total</b>							<b>500,000.00</b>	<b>515,190.00</b>	<b>2.37</b>	<b>504,218.42</b>	<b>2.29</b>	<b>0.21</b>
<b>JPMorgan Chase &amp; Co</b>												
46625HQJ2	JPMORGAN CHASE & CO	2.550	03/01/2021	02/01/2021	A-	A2	500,000.00	494,725.00	2.28	501,869.02	2.28	0.17
<b>Issuer total</b>							<b>500,000.00</b>	<b>494,725.00</b>	<b>2.28</b>	<b>501,869.02</b>	<b>2.28</b>	<b>0.17</b>
<b>Wells Fargo &amp; Co</b>												
94974BFR6	WELLS FARGO &	3.000	01/22/2021		BBB+	A2	500,000.00	501,180.00	2.30	501,822.36	2.28	0.14
<b>Issuer total</b>							<b>500,000.00</b>	<b>501,180.00</b>	<b>2.30</b>	<b>501,822.36</b>	<b>2.28</b>	<b>0.14</b>
<b>Federal Farm Credit Banks Funding Corp</b>												
3133EJ4Q9	FEDERAL FARM CREDIT	2.550	01/11/2021		AA+	Aaa	500,000.00	499,100.00	2.30	501,360.41	2.28	0.11
<b>Issuer total</b>							<b>500,000.00</b>	<b>499,100.00</b>	<b>2.30</b>	<b>501,360.41</b>	<b>2.28</b>	<b>0.11</b>

# GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

As of November 30, 2020

Cusip	Description	Coupon	Maturity date	Call date	S&P rating	Moody rating	Par value or shares	Historical cost	% Portfolio hist cost	Market value	% Portfolio mkt value	Effective dur (yrs)
<b>Cash and Cash Equivalents</b>												
	INVESTED CASH	0.000					228,784.82	228,784.82	0.00	228,784.82	1.04	0.00
<b>Issuer total</b>							<b>228,784.82</b>	<b>228,784.82</b>	<b>0.00</b>	<b>228,784.82</b>	<b>1.04</b>	<b>0.00</b>
<b>Grand total</b>							<b>21,417,984.82</b>	<b>21,744,735.74</b>	<b>100.00</b>	<b>22,021,177.30</b>	<b>100.00</b>	<b>1.91</b>

# DETAIL OF RETURN AND INTEREST RECEIVED

For the period November 1, 2020 - November 30, 2020

Cusip	Description	Accretion (amortization)	Realized gain (loss)	Change in fair value	Interest earned	Interest received
<b>Cash</b>						
	Cash and Cash Equivalents	0.00	0.00	0.00	1.94	1.94
<b>Total Cash</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.94</b>	<b>1.94</b>
<b>Corporate Bonds</b>						
0258M0EB1	AMERICAN EXPRESS CREDIT 2.25% 05MAY2021 (CALLABLE 04APR21)	(171.00)	0.00	(747.76)	996.88	6,187.50
037833AK6	APPLE INC 2.4% 03MAY2023	(157.92)	0.00	(132.26)	966.67	6,000.00
06051GHC6	BANK OF AMERICA CORP 3.004% 20DEC2023 (CALLABLE 20DEC22)	(984.54)	0.00	875.51	1,209.95	0.00
06051GHF9	BANK OF AMERICA CORP 3.55% 05MAR2024 (CALLABLE 05MAR23)	(1,123.02)	0.00	(208.03)	1,429.86	0.00
149123BX8	CATERPILLAR INC 2.6% 26JUN2022 (CALLABLE 26MAR22)	(8.73)	0.00	(830.72)	1,047.22	0.00
17325FAQ1	CITIBANK NA 3.4% 23JUL2021 (CALLABLE 23JUN21)	(283.08)	0.00	(1,234.95)	1,369.44	0.00
46625HQJ2	JPMORGAN CHASE & CO 2.55% 01MAR2021 (CALLABLE 01FEB21)	209.05	0.00	(924.96)	1,027.08	0.00
717081DZ3	PFIZER INC 2.2% 15DEC2021	(150.84)	0.00	(807.98)	886.11	0.00
693475AV7	PNC FINANCIAL SERVICES 3.5% 23JAN2024 (CALLABLE 23DEC23)	(443.10)	0.00	(122.97)	1,409.72	0.00
91159HHA1	US BANCORP 4.125% 24MAY2021 (CALLABLE 23APR21)	(918.52)	0.00	(1,448.92)	1,661.46	10,312.50
931142DH3	WALMART INC 2.55% 11APR2023 (CALLABLE 11JAN23)	(229.83)	0.00	(526.14)	1,027.09	0.00
254687CK0	WALT DISNEY COMPANY/THE 4.5% 15FEB2021	(1,087.59)	0.00	(1,736.58)	1,812.50	0.00
94974BFR6	WELLS FARGO & COMPANY 3% 22JAN2021	(116.07)	0.00	(954.71)	1,208.33	0.00
<b>Total Corporate Bonds</b>		<b>(5,465.19)</b>	<b>0.00</b>	<b>(8,800.47)</b>	<b>16,052.31</b>	<b>22,500.00</b>
<b>Government Agencies</b>						
3136G46B4	FANNIE MAE 0.35% 26APR2024 (CALLABLE 26OCT21)	7.40	0.00	394.51	338.34	0.00
3135G0Q89	FANNIE MAE 1.375% 07OCT2021	34.22	0.00	(808.85)	1,218.41	0.00

# DETAIL OF RETURN AND INTEREST RECEIVED

For the period November 1, 2020 - November 30, 2020

Cusip	Description	Accretion (amortization)	Realized gain (loss)	Change in fair value	Interest earned	Interest received
<b>Government Agencies</b>						
3135G0V75	FANNIE MAE 1.75% 02JUL2024	(61.23)	0.00	(1,082.68)	1,057.29	0.00
3135G0T78	FANNIE MAE 2% 05OCT2022	(44.11)	0.00	(947.26)	966.66	0.00
3135G0V34	FANNIE MAE 2.5% 05FEB2024	(412.87)	0.00	(661.27)	1,208.34	0.00
3135G0U43	FANNIE MAE 2.875% 12SEP2023	(998.31)	0.00	(1,519.50)	2,315.98	0.00
3133EJ4Q9	FEDERAL FARM CREDIT BANK 2.55% 11JAN2021	38.19	0.00	(1,068.59)	1,027.09	0.00
313378JP7	FEDERAL HOME LOAN BANK 2.375% 10SEP2021	(87.20)	0.00	(973.02)	1,147.92	0.00
3130A3KM5	FEDERAL HOME LOAN BANK 2.5% 09DEC2022	(514.29)	0.00	(912.36)	2,013.89	0.00
313378WG2	FEDERAL HOME LOAN BANK 2.5% 11MAR2022	(495.35)	0.00	(1,792.50)	2,013.89	0.00
313373ZY1	FEDERAL HOME LOAN BANK 3.625% 11JUN2021	(884.91)	0.00	(2,830.74)	2,920.14	0.00
3134GW2F2	FREDDIE MAC 0.3% 25MAY2023 (CALLABLE 25AUG21)	0.00	0.00	544.07	241.67	0.00
3137EADB2	FREDDIE MAC 2.375% 13JAN2022	(1,002.02)	0.00	(2,137.79)	3,156.77	0.00
<b>Total Government Agencies</b>		<b>(4,420.48)</b>	<b>0.00</b>	<b>(13,795.98)</b>	<b>19,626.39</b>	<b>0.00</b>
<b>Government Bonds</b>						
912828M80	USA TREASURY 2% 30NOV2022	(348.92)	0.00	(1,025.39)	1,229.51	7,500.00
912828U57	USA TREASURY 2.125% 30NOV2023	(231.52)	0.00	(634.77)	1,132.17	6,906.25
<b>Total Government Bonds</b>		<b>(580.44)</b>	<b>0.00</b>	<b>(1,660.16)</b>	<b>2,361.68</b>	<b>14,406.25</b>
<b>Municipal/Provincial Bonds</b>						
888599LS4	PT. SAN ASSESS DISTRICT 5.25% 144A 02SEP2032 SANRAF\$01	0.00	0.00	0.00	5,240.79	0.00
<b>Total Municipal/Provincial Bonds</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5,240.79</b>	<b>0.00</b>
<b>Grand total</b>		<b>(10,466.11)</b>	<b>0.00</b>	<b>(24,256.61)</b>	<b>43,283.11</b>	<b>36,908.19</b>

# TRANSACTION REPORT

For the period November 1, 2020 - November 30, 2020

Trade date Settle date	Cusip	Transaction	Sec type	Description	Maturity	Par value or shares	Realized gain(loss)	Principal	Interest	Transaction total
11/03/2020 11/03/2020	037833AK6	Income	Corporate Bonds	APPLE INC 2.4% 03MAY2023	05/03/2023	500,000.00	0.00	0.00	6,000.00	6,000.00
11/05/2020 11/05/2020	0258M0EB1	Income	Corporate Bonds	AMERICAN EXPRESS CREDIT	05/05/2021	550,000.00	0.00	0.00	6,187.50	6,187.50
11/24/2020 11/24/2020	91159HHA1	Income	Corporate Bonds	US BANCORP 4.125%	05/24/2021	500,000.00	0.00	0.00	10,312.50	10,312.50
11/30/2020 11/30/2020	912828M80	Income	Government Bonds	USA TREASURY 2% 30NOV2022	11/30/2022	750,000.00	0.00	0.00	7,500.00	7,500.00
11/30/2020 11/30/2020	912828U57	Income	Government Bonds	USA TREASURY 2.125%	11/30/2023	650,000.00	0.00	0.00	6,906.25	6,906.25
11/30/2020		Income	Cash and Cash Equivalent	Cash		0.00	0.00	0.00	1.94	1.94

# ADDITIONAL INFORMATION

## As of November 30, 2020

Past performance is not a guide to future performance. The value of investments and any income from them will fluctuate and is not guaranteed (this may partly be due to exchange rate changes) and investors may not get back the amount invested. Transactions in foreign securities may be executed and settled in local markets. Performance comparisons will be affected by changes in interest rates. Investment returns fluctuate due to changes in market conditions. Investment involves risk, including the possible loss of principal. No assurance can be given that the performance objectives of a given strategy will be achieved. The information contained herein is for your reference only and is being provided in response to your specific request and has been obtained from sources believed to be reliable; however, no representation is made regarding its accuracy or completeness. This document must not be used for the purpose of an offer or solicitation in any jurisdiction or in any circumstances in which such offer or solicitation is unlawful or otherwise not permitted. This document should not be duplicated, amended, or forwarded to a third party without consent from Insight. This is a marketing document intended for professional clients only and should not be made available to or relied upon by retail clients.

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Where indicated, performance numbers used in the analysis are gross returns. The performance reflects the reinvestment of all dividends and income. INA charges management fees on all portfolios managed and these fees will reduce the returns on the portfolios. For example, assume that \$30 million is invested in an account with INA, and this account achieves a 5.0% annual return compounded monthly, gross of fees, for a period of five years. At the end of five years that account would have grown to \$38,500,760 before the deduction of management fees. Assuming management fees of 0.25% per year are deducted monthly from the account, the value at the end of the five year period would be \$38,022,447. Actual fees for new accounts are dependent on size and subject to negotiation. INA's investment advisory fees are discussed in Part 2A of its Form ADV.

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Please compare the information provided in this statement to the information provided in the statement received from your Custodian.

For trading activity the Clearing broker will be reflected. In certain cases the Clearing broker will differ from the Executing broker.

In calculating ratings distributions and weighted average portfolio quality, Insight assigns U.S Treasury and U.S agency securities a quality rating based on the methodology used within the respective benchmark index. When Moody's, S&P and Fitch rate a security, Bank of America and Merrill Lynch indexes assign a simple weighted average statistic while Barclays indexes assign the median statistic. Insight assigns all other securities the lower of Moody's and S&P ratings.

Information about the indices shown here is provided to allow for comparison of the performance of the strategy to that of certain well-known and widely recognized indices. There is no representation that such index is an appropriate benchmark for such comparison. You cannot invest directly in an index and the indices represented do not take into account trading commissions and/or other brokerage or custodial costs. The volatility of the indices may be materially different from that of the strategy. In addition, the strategy's holdings may differ substantially from the securities that comprise the indices shown.

The BofA Merrill Lynch 3 Mo US T-Bill index is an unmanaged market index of U.S. Treasury securities maturing in 90 days that assumes reinvestment of all income.

The BofA Merrill Lynch 6 Mo US T-Bill index measures the performance of Treasury bills with time to maturity of less than 6 months.

The BofA Merrill Lynch Current 1-Year US Treasury Index is a one-security index comprised of the most recently issued 1-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 1-year note must be auctioned on or before the third business day before the last business day of the month.

The BofA Merrill Lynch Current 3-Year US Treasury Index is a one-security index comprised of the most recently issued 3-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 3-year note must be auctioned on or before the third business day before the last business day of the month.

The BofA Merrill Lynch Current 5-Year US Treasury Index is a one-security index comprised of the most recently issued 5-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 5-year note must be auctioned on or before the third business day before the last business day of the month.

The BofA Merrill Lynch 1-3 US Year Treasury Index is an unmanaged index that tracks the performance of the direct sovereign debt of the U.S. Government having a maturity of at least one year and less than three years.

The BofA Merrill Lynch 1-5 US Year Treasury Index is an unmanaged index that tracks the performance of the direct sovereign debt of the U.S. Government having a maturity of at least one year and less than five years.

# ADDITIONAL INFORMATION

## As of November 30, 2020

Insight does not provide tax or legal advice to its clients and all investors are strongly urged to consult their tax and legal advisors regarding any potential strategy or investment.

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# SAN RAFAEL

December 2020



# Contents

Fixed income market review	3
Activity and performance summary	4
Recap of securities held	6
Maturity distribution of securities held	7
Securities held	8
GASB 40 - Deposit and investment risk disclosure	11
Detail of return and interest received	15
Transaction report	17
Additional information	18

## As of December 31, 2020

Chart 1: ISM indices remain in expansionary territory but soften



Source: Bloomberg Finance LP, December 31, 2020.

Chart 2: Retail sales move into contractionary territory



Source: Bloomberg Finance LP, December 31, 2020.

### Economic Indicators and Monetary Policy

Congress passed a \$2.3trn omnibus spending package including a \$900bn COVID-relief package providing \$325bn for small businesses and \$286bn for individuals which is split between enhanced unemployment benefits (of \$300 per week) and \$600 stimulus checks. President Trump signed the package into law with formal rescissions, but reportedly the House did not plan to bring them to a vote, outside of increasing stimulus checks to \$2,000 (although a Republican-controlled Senate is unlikely to pass it).

Pfizer and Moderna’s COVID-19 vaccines showed high efficacy levels in Phase 3 trials and both were granted ‘emergency use authorizations’ by the FDA. COVID-19 hospitalizations continued to rise and the consumer confidence index fell 4.3pts, to 88.6.

The Federal Reserve confirmed asset purchases will continue at a rate of at least \$120bn per month, until there is “substantial further progress” on employment and inflation. The Fed’s quarterly economic forecasts were marginally improved, with unemployment expected to fall to 5% next year (compared to the previous estimate of 5.5%) and GDP forecast at 4.2% next year, indicating the economy will recover beyond pre-pandemic levels in 2021.

Data-wise, job growth was weaker than expected in November at 245,000 as seasonal retail hiring was less positive than expected. The unemployment rate fell to 6.7% from 6.9% as the participation rate fell 0.2 percentage points to 61.5%. Retail sales decreased 1.1%, with declines broad-based across categories. The ISM Manufacturing index eased somewhat in November to 57.5 from 59.1, reflecting supply challenges, but remained in expansionary territory. The ISM Services index fell to 55.9 in November, closely in line with consensus expectations. The housing market remained a bright-spot with housing starts rising more than expected (1.2% - essentially to pre-pandemic levels) in November and the October data was revised higher.

### Interest Rate Summary

Treasury yields did not change materially over the month. At the end of December, the 3-month US Treasury bill yielded 0.09%, the 6-month US Treasury bill yielded 0.09%, the 2-year US Treasury note yielded 0.12%, the 5-year US Treasury note yielded 0.36% and the 10-year US Treasury note yielded 0.92%.

# ACTIVITY AND PERFORMANCE SUMMARY

For the period December 1, 2020 - December 31, 2020

## Amortized Cost Basis Activity Summary

<b>Opening balance</b>		21,619,352.05
Income received	50,136.02	
<b>Total receipts</b>		50,136.02
Expenses paid	(129.89)	
<b>Total disbursements</b>		(129.89)
Interportfolio transfers	0.00	
<b>Total Interportfolio transfers</b>		0.00
Realized gain (loss)		0.00
Change in accruals from security movement		0.00
<b>Total amortization expense</b>		(10,709.67)
<b>Total OID/MKT accretion income</b>		288.36
Return of capital		0.00
<b>Closing balance</b>		21,658,936.87
<b>Ending fair value</b>		22,049,360.95
Unrealized gain (loss)		390,424.08

## Detail of Amortized Cost Basis Return

	Interest earned	Accretion (amortization)	Realized gain (loss)	Total income
Cash and Cash Equivalents	1.02	0.00	0.00	1.02
Corporate Bonds	17,159.35	(5,465.21)	0.00	11,694.14
Government Agencies	20,979.88	(4,356.31)	0.00	16,623.57
Government Bonds	2,453.81	(599.79)	0.00	1,854.02
Municipal/Provincial Bonds	5,602.21	0.00	0.00	5,602.21
<b>Total</b>	<b>46,196.27</b>	<b>(10,421.31)</b>	<b>0.00</b>	<b>35,774.96</b>

## Comparative Rates of Return (%)

	* Twelve month trailing	* Six month trailing	* One month
Fed Funds	0.37	0.05	0.01
Overnight Repo	0.39	0.05	0.01
Merrill Lynch 3m US Treas Bill	0.33	0.04	0.01
Merrill Lynch 6m US Treas Bill	0.33	0.05	0.01
ML 1 Year US Treasury Note	0.38	0.06	0.01
ML 2 Year US Treasury Note	0.39	0.07	0.01
ML 5 Year US Treasury Note	0.54	0.16	0.03

\* rates reflected are cumulative

## Summary of Amortized Cost Basis Return for the Period

	Total portfolio
Interest earned	46,196.27
Accretion (amortization)	(10,421.31)
Realized gain (loss) on sales	0.00
Total income on portfolio	35,774.96
Average daily amortized cost	21,641,974.10
Period return (%)	0.16
YTD return (%)	2.00
Weighted average final maturity in days	815

# ACTIVITY AND PERFORMANCE SUMMARY

For the period December 1, 2020 - December 31, 2020

## Fair Value Basis Activity Summary

<b>Opening balance</b>		22,021,177.30
Income received	50,136.02	
<b>Total receipts</b>		50,136.02
Expenses paid	(129.89)	
<b>Total disbursements</b>		(129.89)
Interportfolio transfers	0.00	
<b>Total Interportfolio transfers</b>		0.00
Unrealized gain (loss) on security movements		0.00
Change in accruals from security movement		0.00
Return of capital		0.00
Change in fair value for the period		(21,822.48)
<b>Ending fair value</b>		22,049,360.95

## Detail of Fair Value Basis Return

	Interest earned	Change in fair value	Total income
Cash and Cash Equivalents	1.02	0.00	1.02
Corporate Bonds	17,159.35	(6,405.21)	10,754.14
Government Agencies	20,979.88	(14,206.33)	6,773.55
Government Bonds	2,453.81	(1,210.94)	1,242.87
Municipal/Provincial Bonds	5,602.21	0.00	5,602.21
<b>Total</b>	<b>46,196.27</b>	<b>(21,822.48)</b>	<b>24,373.79</b>

## Comparative Rates of Return (%)

	* Twelve month trailing	* Six month trailing	* One month
Fed Funds	0.37	0.05	0.01
Overnight Repo	0.39	0.05	0.01
ICE Bofa 3 Months US T-BILL	0.67	0.07	0.01
ICE Bofa 6m US Treas Bill	1.05	0.11	0.02
ICE Bofa 1 Yr US Treasury Note	1.82	0.13	0.00
ICE BofA US Treasury 1-3	3.10	0.15	0.05
ICE BofA US Treasury 1-5	4.25	0.14	0.07

\* rates reflected are cumulative

## Summary of Fair Value Basis Return for the Period

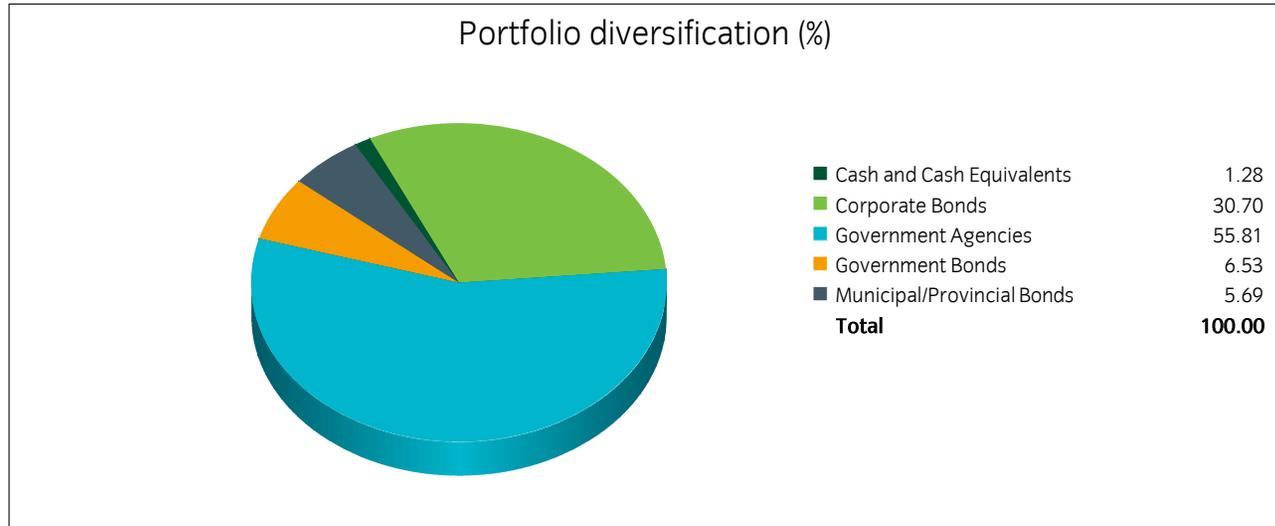
	Total portfolio
Interest earned	46,196.27
Change in fair value	(21,822.48)
Total income on portfolio	24,373.79
Average daily total value *	22,176,254.42
Period return (%)	0.11
YTD return (%)	3.26
Weighted average final maturity in days	815

\* Total value equals market value and accrued interest

# RECAP OF SECURITIES HELD

As of December 31, 2020

	Historical cost	Amortized cost	Fair value	Unrealized gain (loss)	Weighted average final maturity (days)	Percent of portfolio	Weighted average effective duration (years)
Cash and Cash Equivalents	278,790.95	278,790.95	278,790.95	0.00	1	1.28	0.00
Corporate Bonds	6,690,397.50	6,637,356.58	6,747,101.98	109,745.40	507	30.70	1.13
Government Agencies	12,162,751.07	12,087,248.25	12,320,154.74	232,906.49	645	55.81	1.48
Government Bonds	1,423,602.35	1,416,341.09	1,464,113.28	47,772.19	869	6.53	2.33
Municipal/Provincial Bonds	1,239,200.00	1,239,200.00	1,239,200.00	0.00	4,263	5.69	8.62
<b>Total</b>	<b>21,794,741.87</b>	<b>21,658,936.87</b>	<b>22,049,360.95</b>	<b>390,424.08</b>	<b>815</b>	<b>100.00</b>	<b>1.81</b>

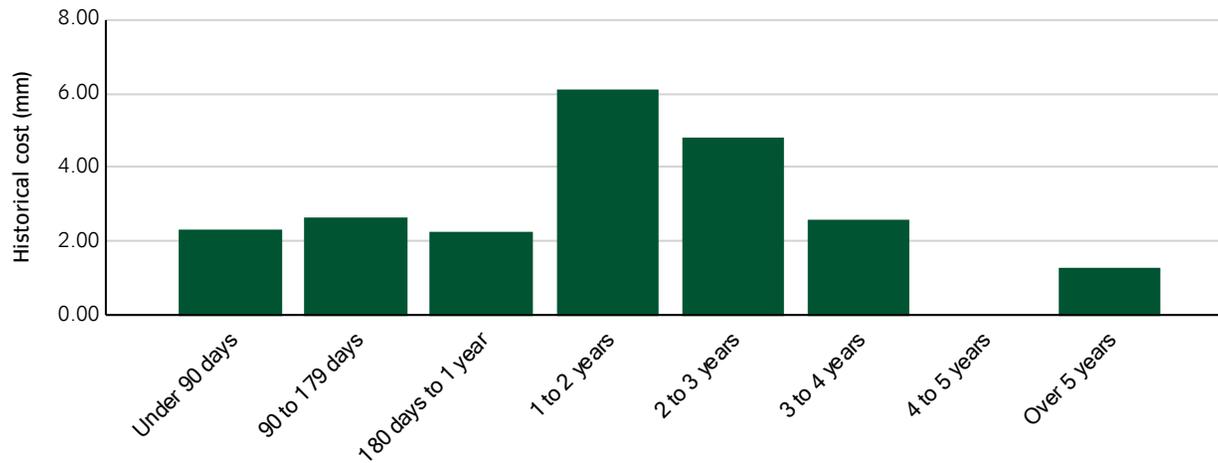


# MATURITY DISTRIBUTION OF SECURITIES HELD

As of December 31, 2020

Maturity	Historic cost	Percent
Under 90 days	2,288,985.95	10.50
90 to 179 days	2,598,617.50	11.92
180 days to 1 year	2,205,363.00	10.12
1 to 2 years	6,104,088.13	28.01
2 to 3 years	4,784,097.74	21.95
3 to 4 years	2,574,389.55	11.81
4 to 5 years	0.00	0.00
Over 5 years	1,239,200.00	5.69
	<b>21,794,741.87</b>	<b>100.00</b>

Maturity distribution



# SECURITIES HELD

## As of December 31, 2020

Cusip	Description	Coupon	Maturity/ Call date	Par value or shares	Historical cost	Amortized cost	Fair value	Unrealized gain (loss)	Total accrued interest	% Port cost
<b>Cash and Cash Equivalents</b>										
	Cash and Cash Equivalents	0.000		278,790.95	278,790.95	278,790.95	278,790.95	0.00	0.00	1.28
<b>Total Cash and Cash Equivalents</b>				<b>278,790.95</b>	<b>278,790.95</b>	<b>278,790.95</b>	<b>278,790.95</b>	<b>0.00</b>	<b>0.00</b>	<b>1.28</b>
<b>Corporate Bonds</b>										
94974BFR6	WELLS FARGO & COMPANY 3% 22JAN2021	3.000	01/22/2021	500,000.00	501,180.00	500,085.11	500,649.75	564.64	6,625.00	2.30
254687CK0	WALT DISNEY COMPANY/THE 4.5% 15FEB2021	4.500	02/15/2021	500,000.00	515,190.00	501,631.38	502,333.34	701.96	8,500.00	2.36
46625HQJ2	JPMORGAN CHASE & CO 2.55% 01MAR2021 (CALLABLE 08FEB21)	2.550	03/01/2021 02/01/2021	500,000.00	494,725.00	499,574.93	500,796.48	1,221.55	4,250.00	2.27
0258M0EB1	AMERICAN EXPRESS CREDIT 2.25% 05MAY2021 (CALLABLE 04APR21)	2.250	05/05/2021 04/04/2021	550,000.00	552,667.50	550,535.78	552,806.62	2,270.84	1,925.00	2.54
91159HHA1	US BANCORP 4.125% 24MAY2021 (CALLABLE 23APR21)	4.125	05/24/2021 04/23/2021	500,000.00	514,880.00	503,459.75	505,799.81	2,340.06	2,119.79	2.36
17325FAQ1	CITIBANK NA 3.4% 23JUL2021 (CALLABLE 23JUN21)	3.400	07/23/2021 06/23/2021	500,000.00	507,030.00	501,632.47	507,364.59	5,732.12	7,461.11	2.33
717081DZ3	PFIZER INC 2.2% 15DEC2021	2.200	12/15/2021	500,000.00	503,615.00	501,734.60	509,712.48	7,977.88	488.89	2.31
149123BX8	CATERPILLAR INC 2.6% 26JUN2022 (CALLABLE 26MAR22)	2.600	06/26/2022 03/26/2022	500,000.00	500,300.00	500,129.78	514,012.20	13,882.42	180.56	2.30
931142DH3	WALMART INC 2.55% 11APR2023 (CALLABLE 11JAN23)	2.550	04/11/2023 01/11/2023	500,000.00	509,155.00	505,600.26	523,811.93	18,211.67	2,833.33	2.34
037833AK6	APPLE INC 2.4% 03MAY2023	2.400	05/03/2023	500,000.00	506,880.00	504,437.52	524,481.97	20,044.45	1,933.33	2.33

# SECURITIES HELD

SAN RAFAEL

## As of December 31, 2020

Cusip	Description	Coupon	Maturity/ Call date	Par value or shares	Historical cost	Amortized cost	Fair value	Unrealized gain (loss)	Total accrued interest	% Port cost
<b>Corporate Bonds</b>										
06051GHC6	BANK OF AMERICA CORP 3.004% 20DEC2023 (CALLABLE 20DEC22)	3.004	12/20/2023 12/20/2022	500,000.00	525,795.00	523,300.83	526,255.00	2,954.17	458.94	2.41
693475AV7	PNC FINANCIAL SERVICES 3.5% 23JAN2024 (CALLABLE 23DEC23)	3.500	01/23/2024 12/24/2023	500,000.00	523,455.00	515,848.37	544,932.98	29,084.61	7,680.56	2.40
06051GHF9	BANK OF AMERICA CORP 3.55% 05MAR2024 (CALLABLE 05MAR23)	3.550	03/05/2024 03/05/2023	500,000.00	535,525.00	529,385.80	534,144.83	4,759.03	5,719.44	2.46
<b>Total Corporate Bonds</b>				<b>6,550,000.00</b>	<b>6,690,397.50</b>	<b>6,637,356.58</b>	<b>6,747,101.98</b>	<b>109,745.40</b>	<b>50,175.95</b>	<b>30.70</b>
<b>Government Agencies</b>										
3133EJ4Q9	FEDERAL FARM CREDIT BANK 2.55% 11JAN2021	2.550	01/11/2021	500,000.00	499,100.00	499,986.00	500,258.77	272.77	6,020.83	2.29
313373ZY1	FEDERAL HOME LOAN BANK 3.625% 11JUN2021	3.625	06/11/2021	1,000,000.00	1,024,040.00	1,004,749.01	1,015,501.39	10,752.38	2,013.89	4.70
313378JP7	FEDERAL HOME LOAN BANK 2.375% 10SEP2021	2.375	09/10/2021	600,000.00	602,430.00	600,726.67	609,123.11	8,396.44	4,393.75	2.76
3135G0Q89	FANNIE MAE 1.375% 07OCT2021	1.375	10/07/2021	1,100,000.00	1,099,318.00	1,099,684.09	1,110,495.32	10,811.23	3,529.17	5.04
3137EADB2	FREDDIE MAC 2.375% 13JAN2022	2.375	01/13/2022	1,650,000.00	1,676,634.30	1,662,088.87	1,688,148.00	26,059.13	18,287.50	7.69
313378WG2	FEDERAL HOME LOAN BANK 2.5% 11MAR2022	2.500	03/11/2022	1,000,000.00	1,016,330.00	1,007,116.51	1,028,301.53	21,185.02	7,638.89	4.66
3135G0T78	FANNIE MAE 2% 05OCT2022	2.000	10/05/2022	600,000.00	601,716.00	600,933.73	619,578.00	18,644.27	2,866.67	2.76
3130A3KM5	FEDERAL HOME LOAN BANK 2.5% 09DEC2022	2.500	12/09/2022	1,000,000.00	1,021,240.00	1,011,982.86	1,045,419.48	33,436.62	1,527.78	4.69

# SECURITIES HELD

SAN RAFAEL

## As of December 31, 2020

Cusip	Description	Coupon	Maturity/ Call date	Par value or shares	Historical cost	Amortized cost	Fair value	Unrealized gain (loss)	Total accrued interest	% Port cost
<b>Government Agencies</b>										
3134GW2F2	FREDDIE MAC 0.3% 25MAY2023 (CALLABLE 25AUG21)	0.300	05/25/2023 08/25/2021	1,000,000.00	1,000,000.00	1,000,000.00	999,651.62	(348.38)	1,050.00	4.59
3135G0U43	FANNIE MAE 2.875% 12SEP2023	2.875	09/12/2023	1,000,000.00	1,047,553.22	1,032,345.51	1,071,504.12	39,158.61	8,704.86	4.81
3135G0V34	FANNIE MAE 2.5% 05FEB2024	2.500	02/05/2024	600,000.00	621,262.80	615,345.00	642,638.28	27,293.28	6,083.33	2.85
3136G46B4	FANNIE MAE 0.35% 26APR2024 (CALLABLE 26OCT21)	0.350	04/26/2024 10/26/2021	1,200,000.00	1,199,700.00	1,199,714.32	1,199,851.32	137.00	758.33	5.50
3135G0V75	FANNIE MAE 1.75% 02JUL2024	1.750	07/02/2024	750,000.00	753,426.75	752,575.68	789,683.80	37,108.12	6,526.04	3.46
<b>Total Government Agencies</b>				<b>12,000,000.00</b>	<b>12,162,751.07</b>	<b>12,087,248.25</b>	<b>12,320,154.74</b>	<b>232,906.49</b>	<b>69,401.04</b>	<b>55.81</b>
<b>Government Bonds</b>										
912828M80	USA TREASURY 2% 30NOV2022	2.000	11/30/2022	750,000.00	762,072.83	758,129.97	776,865.23	18,735.26	1,277.47	3.50
912828U57	USA TREASURY 2.125% 30NOV2023	2.125	11/30/2023	650,000.00	661,529.52	658,211.12	687,248.05	29,036.93	1,176.34	3.04
<b>Total Government Bonds</b>				<b>1,400,000.00</b>	<b>1,423,602.35</b>	<b>1,416,341.09</b>	<b>1,464,113.28</b>	<b>47,772.19</b>	<b>2,453.81</b>	<b>6.53</b>
<b>Municipal/Provincial Bonds</b>										
888599LS4	PT. SAN ASSESS DISTRICT 5.25% 144A 02SEP2032 SANRAF\$01	5.250	09/02/2032	1,239,200.00	1,239,200.00	1,239,200.00	1,239,200.00	0.00	21,505.28	5.69
<b>Total Municipal/Provincial Bonds</b>				<b>1,239,200.00</b>	<b>1,239,200.00</b>	<b>1,239,200.00</b>	<b>1,239,200.00</b>	<b>0.00</b>	<b>21,505.28</b>	<b>5.69</b>
<b>Grand total</b>				<b>21,467,990.95</b>	<b>21,794,741.87</b>	<b>21,658,936.87</b>	<b>22,049,360.95</b>	<b>390,424.08</b>	<b>143,536.08</b>	<b>100.00</b>

# GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

SAN RAFAEL

As of December 31, 2020

Cusip	Description	Coupon	Maturity date	Call date	S&P rating	Moody rating	Par value or shares	Historical cost	% Portfolio hist cost	Market value	% Portfolio mkt value	Effective dur (yrs)
<b>Federal National Mortgage Association</b>												
3135G0Q89	FANNIE MAE 1.375%	1.375	10/07/2021		AA+	Aaa	1,100,000.00	1,099,318.00	5.04	1,110,495.32	5.04	0.76
3135G0T78	FANNIE MAE 2%	2.000	10/05/2022		AA+	Aaa	600,000.00	601,716.00	2.76	619,578.00	2.81	1.73
3135G0U43	FANNIE MAE 2.875%	2.875	09/12/2023		AA+	Aaa	1,000,000.00	1,047,553.22	4.81	1,071,504.12	4.86	2.59
3135G0V34	FANNIE MAE 2.5%	2.500	02/05/2024		AA+	Aaa	600,000.00	621,262.80	2.85	642,638.28	2.91	2.97
3136G46B4	FANNIE MAE 0.35%	0.350	04/26/2024	10/26/2021	AA+	Aaa	1,200,000.00	1,199,700.00	5.50	1,199,851.32	5.44	1.68
3135G0V75	FANNIE MAE 1.75%	1.750	07/02/2024		AA+	Aaa	750,000.00	753,426.75	3.46	789,683.80	3.58	3.38
<b>Issuer total</b>							<b>5,250,000.00</b>	<b>5,322,976.77</b>	<b>24.42</b>	<b>5,433,750.84</b>	<b>24.64</b>	<b>2.07</b>
<b>Federal Home Loan Banks</b>												
313373ZY1	FEDERAL HOME LOAN	3.625	06/11/2021		AA+	Aaa	1,000,000.00	1,024,040.00	4.70	1,015,501.39	4.61	0.44
313378JP7	FEDERAL HOME LOAN	2.375	09/10/2021		AA+	Aaa	600,000.00	602,430.00	2.76	609,123.11	2.76	0.69
313378WG2	FEDERAL HOME LOAN	2.500	03/11/2022		AA+	Aaa	1,000,000.00	1,016,330.00	4.66	1,028,301.53	4.66	1.17
3130A3KM5	FEDERAL HOME LOAN	2.500	12/09/2022		AA+	Aaa	1,000,000.00	1,021,240.00	4.69	1,045,419.48	4.74	1.90
<b>Issuer total</b>							<b>3,600,000.00</b>	<b>3,664,040.00</b>	<b>16.81</b>	<b>3,698,345.51</b>	<b>16.77</b>	<b>1.09</b>
<b>Federal Home Loan Mortgage Corp</b>												
3137EADB2	FREDDIE MAC 2.375%	2.375	01/13/2022		AA+	Aaa	1,650,000.00	1,676,634.30	7.69	1,688,148.00	7.66	1.02
3134GW2F2	FREDDIE MAC 0.3%	0.300	05/25/2023	08/25/2021	AA+	Aaa	1,000,000.00	1,000,000.00	4.59	999,651.62	4.53	1.27
<b>Issuer total</b>							<b>2,650,000.00</b>	<b>2,676,634.30</b>	<b>12.28</b>	<b>2,687,799.62</b>	<b>12.19</b>	<b>1.11</b>
<b>United States Treasury Note/Bond</b>												
912828M80	USA TREASURY 2%	2.000	11/30/2022		AA+	Aaa	750,000.00	762,072.83	3.50	776,865.23	3.52	1.88
912828U57	USA TREASURY 2.125%	2.125	11/30/2023		AA+	Aaa	650,000.00	661,529.52	3.04	687,248.05	3.12	2.84
<b>Issuer total</b>							<b>1,400,000.00</b>	<b>1,423,602.35</b>	<b>6.53</b>	<b>1,464,113.28</b>	<b>6.64</b>	<b>2.33</b>

# GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

SAN RAFAEL

As of December 31, 2020

Cusip	Description	Coupon	Maturity date	Call date	S&P rating	Moody rating	Par value or shares	Historical cost	% Portfolio hist cost	Market value	% Portfolio mkt value	Effective dur (yrs)
<b>PT. SAN ASSESS DISTRICT</b>												
888599LS4	PT. SAN ASSESS	5.250	09/02/2032		NR	NR	1,239,200.00	1,239,200.00	5.69	1,239,200.00	5.62	8.62
<b>Issuer total</b>							<b>1,239,200.00</b>	<b>1,239,200.00</b>	<b>5.69</b>	<b>1,239,200.00</b>	<b>5.62</b>	<b>8.62</b>
<b>Bank of America Corp</b>												
06051GHC6	BANK OF AMERICA CORP	3.004	12/20/2023	12/20/2022	A-	A2	500,000.00	525,795.00	2.41	526,255.00	2.39	1.92
06051GHF9	BANK OF AMERICA CORP	3.550	03/05/2024	03/05/2023	A-	A2	500,000.00	535,525.00	2.46	534,144.83	2.42	2.09
<b>Issuer total</b>							<b>1,000,000.00</b>	<b>1,061,320.00</b>	<b>4.87</b>	<b>1,060,399.83</b>	<b>4.81</b>	<b>2.01</b>
<b>American Express Credit Corp</b>												
0258M0EB1	AMERICAN EXPRESS	2.250	05/05/2021	04/04/2021	A-	A2	550,000.00	552,667.50	2.54	552,806.62	2.51	0.26
<b>Issuer total</b>							<b>550,000.00</b>	<b>552,667.50</b>	<b>2.54</b>	<b>552,806.62</b>	<b>2.51</b>	<b>0.26</b>
<b>PNC Financial Services Group Inc/The</b>												
693475AV7	PNC FINANCIAL	3.500	01/23/2024	12/24/2023	A-	A3	500,000.00	523,455.00	2.40	544,932.98	2.47	2.82
<b>Issuer total</b>							<b>500,000.00</b>	<b>523,455.00</b>	<b>2.40</b>	<b>544,932.98</b>	<b>2.47</b>	<b>2.82</b>
<b>Apple Inc</b>												
037833AK6	APPLE INC 2.4%	2.400	05/03/2023		AA+	Aa1	500,000.00	506,880.00	2.33	524,481.97	2.38	2.27
<b>Issuer total</b>							<b>500,000.00</b>	<b>506,880.00</b>	<b>2.33</b>	<b>524,481.97</b>	<b>2.38</b>	<b>2.27</b>
<b>Walmart Inc</b>												
931142DH3	WALMART INC 2.55%	2.550	04/11/2023	01/11/2023	AA	Aa2	500,000.00	509,155.00	2.34	523,811.93	2.38	1.99
<b>Issuer total</b>							<b>500,000.00</b>	<b>509,155.00</b>	<b>2.34</b>	<b>523,811.93</b>	<b>2.38</b>	<b>1.99</b>
<b>Caterpillar Inc</b>												
149123BX8	CATERPILLAR INC 2.6%	2.600	06/26/2022	03/26/2022	A	A3	500,000.00	500,300.00	2.30	514,012.20	2.33	1.22
<b>Issuer total</b>							<b>500,000.00</b>	<b>500,300.00</b>	<b>2.30</b>	<b>514,012.20</b>	<b>2.33</b>	<b>1.22</b>

# GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

SAN RAFAEL

As of December 31, 2020

Cusip	Description	Coupon	Maturity date	Call date	S&P rating	Moody rating	Par value or shares	Historical cost	% Portfolio hist cost	Market value	% Portfolio mkt value	Effective dur (yrs)
<b>Pfizer Inc</b>												
717081DZ3	PFIZER INC 2.2%	2.200	12/15/2021		A+	A2	500,000.00	503,615.00	2.31	509,712.48	2.31	0.95
<b>Issuer total</b>							<b>500,000.00</b>	<b>503,615.00</b>	<b>2.31</b>	<b>509,712.48</b>	<b>2.31</b>	<b>0.95</b>
<b>Citibank NA</b>												
17325FAQ1	CITIBANK NA 3.4%	3.400	07/23/2021	06/23/2021	A+	Aa3	500,000.00	507,030.00	2.33	507,364.59	2.30	0.47
<b>Issuer total</b>							<b>500,000.00</b>	<b>507,030.00</b>	<b>2.33</b>	<b>507,364.59</b>	<b>2.30</b>	<b>0.47</b>
<b>US Bancorp</b>												
91159HHA1	US BANCORP 4.125%	4.125	05/24/2021	04/23/2021	A+	A1	500,000.00	514,880.00	2.36	505,799.81	2.29	0.31
<b>Issuer total</b>							<b>500,000.00</b>	<b>514,880.00</b>	<b>2.36</b>	<b>505,799.81</b>	<b>2.29</b>	<b>0.31</b>
<b>Walt Disney Co/The</b>												
254687CK0	WALT DISNEY	4.500	02/15/2021		BBB+	A2	500,000.00	515,190.00	2.36	502,333.34	2.28	0.13
<b>Issuer total</b>							<b>500,000.00</b>	<b>515,190.00</b>	<b>2.36</b>	<b>502,333.34</b>	<b>2.28</b>	<b>0.13</b>
<b>JPMorgan Chase &amp; Co</b>												
46625HQJ2	JPMORGAN CHASE & CO	2.550	03/01/2021	02/01/2021	A-	A2	500,000.00	494,725.00	2.27	500,796.48	2.27	0.09
<b>Issuer total</b>							<b>500,000.00</b>	<b>494,725.00</b>	<b>2.27</b>	<b>500,796.48</b>	<b>2.27</b>	<b>0.09</b>
<b>Wells Fargo &amp; Co</b>												
94974BFR6	WELLS FARGO &	3.000	01/22/2021		BBB+	A2	500,000.00	501,180.00	2.30	500,649.75	2.27	0.06
<b>Issuer total</b>							<b>500,000.00</b>	<b>501,180.00</b>	<b>2.30</b>	<b>500,649.75</b>	<b>2.27</b>	<b>0.06</b>
<b>Federal Farm Credit Banks Funding Corp</b>												
3133EJ4Q9	FEDERAL FARM CREDIT	2.550	01/11/2021		AA+	Aaa	500,000.00	499,100.00	2.29	500,258.77	2.27	0.03
<b>Issuer total</b>							<b>500,000.00</b>	<b>499,100.00</b>	<b>2.29</b>	<b>500,258.77</b>	<b>2.27</b>	<b>0.03</b>

# GASB 40 - DEPOSIT AND INVESTMENT RISK DISCLOSURE

As of December 31, 2020

Cusip	Description	Coupon	Maturity date	Call date	S&P rating	Moody rating	Par value or shares	Historical cost	% Portfolio hist cost	Market value	% Portfolio mkt value	Effective dur (yrs)
<b>Cash and Cash Equivalents</b>												
	INVESTED CASH	0.000					278,790.95	278,790.95	0.00	278,790.95	1.26	0.00
<b>Issuer total</b>							<b>278,790.95</b>	<b>278,790.95</b>	<b>0.00</b>	<b>278,790.95</b>	<b>1.26</b>	<b>0.00</b>
<b>Grand total</b>							<b>21,467,990.95</b>	<b>21,794,741.87</b>	<b>100.00</b>	<b>22,049,360.95</b>	<b>100.00</b>	<b>1.81</b>

# DETAIL OF RETURN AND INTEREST RECEIVED

For the period December 1, 2020 - December 31, 2020

Cusip	Description	Accretion (amortization)	Realized gain (loss)	Change in fair value	Interest earned	Interest received
<b>Cash</b>						
	Cash and Cash Equivalents	0.00	0.00	0.00	1.02	1.02
<b>Total Cash</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.02</b>	<b>1.02</b>
<b>Corporate Bonds</b>						
0258M0EB1	AMERICAN EXPRESS CREDIT 2.25% 05MAY2021 (CALLABLE 04APR21)	(170.99)	0.00	(1,025.16)	1,065.62	0.00
037833AK6	APPLE INC 2.4% 03MAY2023	(157.92)	0.00	(415.77)	1,033.33	0.00
06051GHC6	BANK OF AMERICA CORP 3.004% 20DEC2023 (CALLABLE 20DEC22)	(984.54)	0.00	1,215.00	1,293.38	7,510.00
06051GHF9	BANK OF AMERICA CORP 3.55% 05MAR2024 (CALLABLE 05MAR23)	(1,123.03)	0.00	1,586.78	1,528.47	0.00
149123BX8	CATERPILLAR INC 2.6% 26JUN2022 (CALLABLE 26MAR22)	(8.73)	0.00	(896.68)	1,119.45	6,500.00
17325FAQ1	CITIBANK NA 3.4% 23JUL2021 (CALLABLE 23JUN21)	(283.09)	0.00	(1,440.46)	1,463.89	0.00
46625HQJ2	JPMORGAN CHASE & CO 2.55% 01MAR2021 (CALLABLE 08FEB21)	209.04	0.00	(1,072.54)	1,097.92	0.00
717081DZ3	PFIZER INC 2.2% 15DEC2021	(150.83)	0.00	(321.83)	947.22	5,500.00
693475AV7	PNC FINANCIAL SERVICES 3.5% 23JAN2024 (CALLABLE 23DEC23)	(443.11)	0.00	884.51	1,506.95	0.00
91159HHA1	US BANCORP 4.125% 24MAY2021 (CALLABLE 23APR21)	(918.52)	0.00	(1,998.22)	1,776.04	0.00
931142DH3	WALMART INC 2.55% 11APR2023 (CALLABLE 11JAN23)	(229.83)	0.00	136.85	1,097.91	0.00
254687CK0	WALT DISNEY COMPANY/THE 4.5% 15FEB2021	(1,087.59)	0.00	(1,885.08)	1,937.50	0.00
94974BFR6	WELLS FARGO & COMPANY 3% 22JAN2021	(116.07)	0.00	(1,172.61)	1,291.67	0.00
<b>Total Corporate Bonds</b>		<b>(5,465.21)</b>	<b>0.00</b>	<b>(6,405.21)</b>	<b>17,159.35</b>	<b>19,510.00</b>
<b>Government Agencies</b>						
3136G46B4	FANNIE MAE 0.35% 26APR2024 (CALLABLE 26OCT21)	6.92	0.00	586.45	361.66	0.00
3135G0Q89	FANNIE MAE 1.375% 07OCT2021	34.21	0.00	(1,307.68)	1,302.43	0.00

# DETAIL OF RETURN AND INTEREST RECEIVED

For the period December 1, 2020 - December 31, 2020

Cusip	Description	Accretion (amortization)	Realized gain (loss)	Change in fair value	Interest earned	Interest received
<b>Government Agencies</b>						
3135GOV75	FANNIE MAE 1.75% 02JUL2024	(61.22)	0.00	365.71	1,130.21	0.00
3135GOT78	FANNIE MAE 2% 05OCT2022	(44.11)	0.00	(547.60)	1,033.34	0.00
3135GOV34	FANNIE MAE 2.5% 05FEB2024	(412.87)	0.00	(217.21)	1,291.66	0.00
3135GOU43	FANNIE MAE 2.875% 12SEP2023	(998.32)	0.00	(2,159.08)	2,475.69	0.00
3133EJ4Q9	FEDERAL FARM CREDIT BANK 2.55% 11JAN2021	38.19	0.00	(1,101.64)	1,097.91	0.00
313378JP7	FEDERAL HOME LOAN BANK 2.375% 10SEP2021	(87.21)	0.00	(1,370.03)	1,227.08	0.00
3130A3KM5	FEDERAL HOME LOAN BANK 2.5% 09DEC2022	(514.28)	0.00	(1,171.39)	2,152.78	12,500.00
313378WG2	FEDERAL HOME LOAN BANK 2.5% 11MAR2022	(495.35)	0.00	(1,657.27)	2,152.78	0.00
313373ZY1	FEDERAL HOME LOAN BANK 3.625% 11JUN2021	(884.90)	0.00	(2,935.98)	3,121.53	18,125.00
3134GW2F2	FREDDIE MAC 0.3% 25MAY2023 (CALLABLE 25AUG21)	0.00	0.00	707.80	258.33	0.00
3137EADB2	FREDDIE MAC 2.375% 13JAN2022	(937.37)	0.00	(3,398.41)	3,374.48	0.00
<b>Total Government Agencies</b>		<b>(4,356.31)</b>	<b>0.00</b>	<b>(14,206.33)</b>	<b>20,979.88</b>	<b>30,625.00</b>
<b>Government Bonds</b>						
912828M80	USA TREASURY 2% 30NOV2022	(360.56)	0.00	(703.13)	1,277.47	0.00
912828U57	USA TREASURY 2.125% 30NOV2023	(239.23)	0.00	(507.81)	1,176.34	0.00
<b>Total Government Bonds</b>		<b>(599.79)</b>	<b>0.00</b>	<b>(1,210.94)</b>	<b>2,453.81</b>	<b>0.00</b>
<b>Municipal/Provincial Bonds</b>						
888599LS4	PT. SAN ASSESS DISTRICT 5.25% 144A 02SEP2032 SANRAF\$01	0.00	0.00	0.00	5,602.21	0.00
<b>Total Municipal/Provincial Bonds</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5,602.21</b>	<b>0.00</b>
<b>Grand total</b>		<b>(10,421.31)</b>	<b>0.00</b>	<b>(21,822.48)</b>	<b>46,196.27</b>	<b>50,136.02</b>

# TRANSACTION REPORT

For the period December 1, 2020 - December 31, 2020

Trade date Settle date	Cusip	Transaction	Sec type	Description	Maturity	Par value or shares	Realized gain(loss)	Principal	Interest	Transaction total
12/09/2020 12/09/2020	3130A3KM5	Income	Government Agencies	FEDERAL HOME LOAN BANK	12/09/2022	1,000,000.00	0.00	0.00	12,500.00	12,500.00
12/11/2020 12/11/2020	313373ZY1	Income	Government Agencies	FEDERAL HOME LOAN BANK	06/11/2021	1,000,000.00	0.00	0.00	18,125.00	18,125.00
12/15/2020 12/15/2020	717081DZ3	Income	Corporate Bonds	PFIZER INC 2.2% 15DEC2021	12/15/2021	500,000.00	0.00	0.00	5,500.00	5,500.00
12/20/2020 12/20/2020	06051GHC6	Income	Corporate Bonds	BANK OF AMERICA CORP	12/20/2023	500,000.00	0.00	0.00	7,510.00	7,510.00
12/26/2020 12/26/2020	149123BX8	Income	Corporate Bonds	CATERPILLAR INC 2.6%	06/26/2022	500,000.00	0.00	0.00	6,500.00	6,500.00
12/31/2020		Income	Cash and Cash Equivalents	Cash		0.00	0.00	0.00	1.02	1.02

# ADDITIONAL INFORMATION

## As of December 31, 2020

Past performance is not a guide to future performance. The value of investments and any income from them will fluctuate and is not guaranteed (this may partly be due to exchange rate changes) and investors may not get back the amount invested. Transactions in foreign securities may be executed and settled in local markets. Performance comparisons will be affected by changes in interest rates. Investment returns fluctuate due to changes in market conditions. Investment involves risk, including the possible loss of principal. No assurance can be given that the performance objectives of a given strategy will be achieved. The information contained herein is for your reference only and is being provided in response to your specific request and has been obtained from sources believed to be reliable; however, no representation is made regarding its accuracy or completeness. This document must not be used for the purpose of an offer or solicitation in any jurisdiction or in any circumstances in which such offer or solicitation is unlawful or otherwise not permitted. This document should not be duplicated, amended, or forwarded to a third party without consent from Insight. This is a marketing document intended for professional clients only and should not be made available to or relied upon by retail clients.

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INA is an investment adviser registered with the Securities and Exchange Commission (SEC), under the Investment Advisers Act of 1940, as amended. Registration with the SEC does not imply a certain level of skill or training. You may request, without charge, additional information about Insight. Moreover, specific information relating to Insights strategies, including investment advisory fees, may be obtained from INA's Form ADV Part 2A, which is available without charge upon request.

Where indicated, performance numbers used in the analysis are gross returns. The performance reflects the reinvestment of all dividends and income. INA charges management fees on all portfolios managed and these fees will reduce the returns on the portfolios. For example, assume that \$30 million is invested in an account with INA, and this account achieves a 5.0% annual return compounded monthly, gross of fees, for a period of five years. At the end of five years that account would have grown to \$38,500,760 before the deduction of management fees. Assuming management fees of 0.25% per year are deducted monthly from the account, the value at the end of the five year period would be \$38,022,447. Actual fees for new accounts are dependent on size and subject to negotiation. INA's investment advisory fees are discussed in Part 2A of its Form ADV.

Unless otherwise stated, the source of information is Insight. Any forecasts or opinions are Insight's own at the date of this document (or as otherwise specified) and may change. Material in this publication is for general information only and is not advice, investment advice, or the recommendation of any purchase or sale of any security. Insight makes no implied or expressed recommendations concerning the manner in which an account should or would be handled, as appropriate investment strategies depend upon specific investment guidelines and objectives and should not be construed to be an assurance that any particular security in a strategy will remain in any fund, account, or strategy, or that a previously held security will not be repurchased. It should not be assumed that any of the security transactions or holdings referenced herein have been or will prove to be profitable or that future investment decisions will be profitable or will equal or exceed the past investment performance of the securities listed.

Please compare the information provided in this statement to the information provided in the statement received from your Custodian.

For trading activity the Clearing broker will be reflected. In certain cases the Clearing broker will differ from the Executing broker.

In calculating ratings distributions and weighted average portfolio quality, Insight assigns U.S Treasury and U.S agency securities a quality rating based on the methodology used within the respective benchmark index. When Moody's, S&P and Fitch rate a security, Bank of America and Merrill Lynch indexes assign a simple weighted average statistic while Barclays indexes assign the median statistic. Insight assigns all other securities the lower of Moody's and S&P ratings.

Information about the indices shown here is provided to allow for comparison of the performance of the strategy to that of certain well-known and widely recognized indices. There is no representation that such index is an appropriate benchmark for such comparison. You cannot invest directly in an index and the indices represented do not take into account trading commissions and/or other brokerage or custodial costs. The volatility of the indices may be materially different from that of the strategy. In addition, the strategy's holdings may differ substantially from the securities that comprise the indices shown.

The ICE BofA 3 Month US T-Bill index is an unmanaged market index of U.S. Treasury securities maturing in 90 days that assumes reinvestment of all income.

The ICE BofA 6 Month US T-Bill index measures the performance of Treasury bills with time to maturity of less than 6 months.

The ICE BofA 1-Year US Treasury Index is a one-security index comprised of the most recently issued 1-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 1-year note must be auctioned on or before the third business day before the last business day of the month.

The ICE BofA 3-Year US Treasury Index is a one-security index comprised of the most recently issued 3-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 3-year note must be auctioned on or before the third business day before the last business day of the month.

The ICE BofA 5-Year US Treasury Index is a one-security index comprised of the most recently issued 5-year US Treasury note. The index is rebalanced monthly. In order to qualify for inclusion, a 5-year note must be auctioned on or before the third business day before the last business day of the month.

The ICE BofA 1-3 US Year Treasury Index is an unmanaged index that tracks the performance of the direct sovereign debt of the U.S. Government having a maturity of at least one year and less than three years.

The ICE BofA 1-5 US Year Treasury Index is an unmanaged index that tracks the performance of the direct sovereign debt of the U.S. Government having a maturity of at least one year and less than five years.

# ADDITIONAL INFORMATION

## As of December 31, 2020

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Customer Service  
PO Box 11813  
Harrisburg, PA 17108-1813

## ACCOUNT STATEMENT

For the Month Ending

**December 31, 2020**

### City of San Rafael

#### Client Management Team

##### Monique Spyke

Managing Director  
50 California Street, Suite 2300  
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415-982-5544  
spykem@pfm.com

##### Jeremy King

Key Account Manager  
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Client Consultant  
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1-800-729-7665  
millerr@pfm.com

#### Contents

Cover/Disclosures  
Summary Statement  
Individual Accounts

#### Accounts included in Statement

7023-001      Lease Revenue Bonds Series 2018 Project Fund

#### Important Messages

CAMP will be closed on 01/01/2021 for New Year's Day.  
CAMP will be closed on 01/18/2021 for Martin Luther King Jr Day.

CITY OF SAN RAFAEL  
NADINE HADE  
1400 FIFTH AVENUE  
SAN RAFAEL, CA 94901

**Online Access**    [www.camponline.com](http://www.camponline.com)

**Customer Service**    1-800-729-7665

**Important Disclosures****Important Disclosures**

This statement is for general information purposes only and is not intended to provide specific advice or recommendations. PFM Asset Management LLC ("PFM") is an investment advisor registered with the Securities and Exchange Commission, and is required to maintain a written disclosure statement of our background and business experience. If you would like to receive a copy of our current disclosure statement, please contact Service Operations at the address below.

**Proxy Voting** PFM does not normally receive proxies to vote on behalf of its clients. However, it does on occasion receive consent requests. In the event a consent request is received the portfolio manager contacts the client and then proceeds according to their instructions. PFM's Proxy Voting Policy is available upon request by contacting Service Operations at the address below.

**Questions About an Account** PFM's monthly statement is intended to detail our investment advisory activity as well as the activity of any accounts held by clients in pools that are managed by PFM. The custodian bank maintains the control of assets and executes (i.e., settles) all investment transactions. The custodian statement is the official record of security and cash holdings and transactions. PFM recognizes that clients may use these reports to facilitate record keeping and that the custodian bank statement and the PFM statement should be reconciled and differences resolved. Many custodians use a settlement date basis which may result in the need to reconcile due to a timing difference.

**Account Control** PFM does not have the authority to withdraw funds from or deposit funds to the custodian. Our clients retain responsibility for their internal accounting policies; implementing and enforcing internal controls and generating ledger entries or otherwise recording transactions.

**Market Value** Generally, PFM's market prices are derived from closing bid prices as of the last business day of the month as supplied by Refinitiv or Bloomberg. Where prices are not available from generally recognized sources the securities are priced using a yield-based matrix system to arrive at an estimated market value. Prices that fall between data points are interpolated. Non-negotiable FDIC-insured bank certificates of deposit are priced at par. Although PFM believes the prices to be reliable, the values of the securities do not always represent the prices at which the securities could have been bought or sold. Explanation of the valuation methods for a registered investment company, local government investment program, or TERM funds is contained in the appropriate fund offering documentation or information statement.

**Amortized Cost** The original cost of the principal of the security is adjusted for the amount of the periodic reduction of any discount or premium from the purchase date until the date of the report. Discount or premium with respect to short term securities (those with less than one year to maturity at time of issuance) is amortized on a straightline basis. Such discount or premium with respect to longer term securities is amortized using the constant yield basis.

**Tax Reporting** Cost data and realized gains / losses are provided for informational purposes only. Please review for accuracy and consult your tax advisor to determine the tax consequences of your security transactions. PFM does not report such information to the IRS or other taxing authorities and is not responsible for the accuracy of such information that may be required to be reported to federal, state or other taxing authorities.

**Financial Situation** In order to better serve you, PFM should be promptly notified of any material change in your investment objective or financial situation.

**Callable Securities** Securities subject to redemption prior to maturity may be redeemed in whole or in part before maturity, which could affect the yield represented.

**Portfolio** The securities in this portfolio, including shares of mutual funds, are not guaranteed or otherwise protected by PFM, the FDIC (except for certain non-negotiable certificates of deposit) or any government agency. Investment in securities involves risks, including the possible loss of the amount invested. Actual settlement values, accrued interest, and amortized cost amounts may vary for securities subject to an adjustable interest rate or subject to principal paydowns. Any changes to the values shown may be reflected within the next monthly statement's beginning values.

**Rating** Information provided for ratings is based upon a good faith inquiry of selected sources, but its accuracy and completeness cannot be guaranteed.

Shares of some money market and TERM funds are marketed through representatives of PFM's wholly owned subsidiary, PFM Fund Distributors, Inc. PFM Fund Distributors, Inc. is registered with the SEC as a broker/dealer and is a member of the Financial Industry Regulatory Authority ("FINRA") and the Municipal Securities Rulemaking Board ("MSRB"). You may reach the FINRA by calling the FINRA Regulator Public Disclosure Hotline at 1-888-289-9999 or at the FINRA Regulation Internet website address [www.nasd.com](http://www.nasd.com). A brochure describing the FINRA Regulation Public Disclosure Program is also available from the FINRA upon request.

**Key Terms and Definitions**

**Dividends** on money market funds consist of interest earned, plus any discount ratably amortized to the date of maturity, plus all realized gains and losses on the sale of securities prior to maturity, less ratable amortization of any premium and all accrued expenses to the fund. Dividends are accrued daily and may be paid either monthly or quarterly. The monthly earnings on this statement represent the estimated dividend accrued for the month for any program that distributes earnings on a quarterly basis. There is no guarantee that the estimated amount will be paid on the actual distribution date.

**Current Yield** is the net change, exclusive of capital changes and income other than investment income, in the value of a hypothetical fund account with a balance of one share over the seven-day base period including the statement date, expressed as a percentage of the value of one share (normally \$1.00 per share) at the beginning of the seven-day period. This resulting net change in account value is then annualized by multiplying it by

365 and dividing the result by 7. The yields quoted should not be considered a representation of the yield of the fund in the future, since the yield is not fixed. **Average maturity** represents the average maturity of all securities and investments of a portfolio, determined by multiplying the par or principal value of each security or investment by its maturity (days or years), summing the products, and dividing the sum by the total principal value of the portfolio. The stated maturity date of mortgage backed or callable securities are used in this statement. However the actual maturity of these securities could vary depending on the level or prepayments on the underlying mortgages or whether a callable security has or is still able to be called.

**Monthly distribution yield** represents the net change in the value of one share (normally \$1.00 per share) resulting from all dividends declared during the month by a fund expressed as a percentage of the value of one share at the beginning of the month. This resulting net change is then annualized by multiplying it by 365 and dividing it by the number of calendar days in the month. **YTM at Cost** The yield to maturity at cost is the expected rate of return, based on the original cost, the annual interest receipts, maturity value and the time period from purchase date to maturity, stated as a percentage, on an annualized basis.

**YTM at Market** The yield to maturity at market is the rate of return, based on the current market value, the annual interest receipts, maturity value and the time period remaining until maturity, stated as a percentage, on an annualized basis. **Managed Account** A portfolio of investments managed discretely by PFM according to the client's specific investment policy and requirements. The investments are directly owned by the client and held by the client's custodian. **Unsettled Trade** A trade which has been executed however the final consummation of the security transaction and payment has not yet taken place.

Please review the detail pages of this statement carefully. If you think your statement is wrong, missing account information, or if you need more information about a transaction, please contact PFM within 60 days of receipt. If you have other concerns or questions regarding your account you should contact a member of your client management team or PFM Service Operations at the address below.

PFM Asset Management LLC  
Attn: Service Operations  
213 Market Street  
Harrisburg, PA 17101



### Account Statement - Transaction Summary

For the Month Ending **December 31, 2020**

City of San Rafael - Lease Revenue Bonds Series 2018 Project Fund - 7023-001

<b>CAMP Pool</b>	
Opening Market Value	0.00
Purchases	5.00
Redemptions	(5.00)
Unsettled Trades	0.00
Change in Value	0.00
<b>Closing Market Value</b>	<b>\$0.00</b>
Cash Dividends and Income	0.00

<b>Asset Summary</b>		
	<b>December 31, 2020</b>	<b>November 30, 2020</b>
<b>CAMP Pool</b>	0.00	0.00
<b>Total</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Asset Allocation</b>		



**Account Statement**

For the Month Ending **December 31, 2020**

City of San Rafael - Lease Revenue Bonds Series 2018 Project Fund - 7023-001

Trade Date	Settlement Date	Transaction Description	Share or Unit Price	Dollar Amount of Transaction	Total Shares Owned
<b>CAMP Pool</b>					
<b>Opening Balance</b>					<b>0.00</b>
12/29/20	12/29/20	September 2020 Bank fee Overpayment	1.00	5.00	5.00
12/29/20	12/29/20	Redemption - Outgoing Wires	1.00	(5.00)	0.00
<b>Closing Balance</b>					<b>0.00</b>

	Month of December	Fiscal YTD July-December		
<b>Opening Balance</b>	0.00	10,107,832.86	<b>Closing Balance</b>	0.00
<b>Purchases</b>	5.00	8,517.56	<b>Average Monthly Balance</b>	0.00
<b>Redemptions (Excl. Checks)</b>	(5.00)	(10,116,350.42)	<b>Monthly Distribution Yield</b>	0.12%
<b>Check Disbursements</b>	0.00	0.00		
<b>Closing Balance</b>	<b>0.00</b>	<b>0.00</b>		
<b>Cash Dividends and Income</b>	0.00	8,512.56		



**SAN RAFAEL CITY COUNCIL AGENDA REPORT**

Department: Library and Recreation Department

Prepared by: Henry Bankhead, Assistant Library  
and Recreation Director

City Manager Approval: \_\_\_\_\_

**TOPIC: PROFESSIONAL SERVICES AGREEMENT FOR LIBRARY AND COMMUNITY CENTER CONCEPTUAL DESIGN**

**SUBJECT: RESOLUTION APPROVING AND AUTHORIZING THE CITY MANAGER TO EXECUTE A PROFESSIONAL SERVICES AGREEMENT WITH NOLL & TAM ARCHITECTS IN AN AMOUNT NOT TO EXCEED \$81,924, FOR A CONCEPTUAL DESIGN FOR A COMBINED PUBLIC LIBRARY AND COMMUNITY CENTER IN ALBERT PARK, AS AN OPTION FOR A FUTURE NEW LIBRARY DOWNTOWN**

**RECOMMENDATION:**

Adopt a resolution authorizing the City Manager to execute a professional services agreement with Noll & Tam Architects for a conceptual design for a combined Library and Community Center at Albert Park, as an option for a future new library downtown.

**BACKGROUND:**

The San Rafael Public Library (Library) is in the late stages of exploring possibilities for new and improved library facilities for San Rafael. The New Library Facilities Planning Process was completed by Noll & Tam Architects in 2019. This study identified three sites for a new downtown library, while maintaining or expanding the Northgate Mall site and assessing options for expanding the existing Pickleweed Library.

The resulting study was presented to the City Council at their regular meeting on [October 7, 2019](#) and the Council directed staff to proceed with obtaining a conceptual design for the combined Library and Community Center option at Albert Park, so that they could review and compare it with the information already obtained on the existing downtown Carnegie Library option.

To be clear, the City Council has not made a final selection for a new downtown library location. Some conceptual design (which is an early phase of design) work has already taken place regarding the existing downtown library site, and the recommended work is intended to further explore the Albert Park site and

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**FOR CITY CLERK ONLY**

**File No.:**

**Council Meeting:**

**Disposition:**

inform future decision making when it becomes time to move further into more detailed architectural phases.

In fall 2020, the City conducted a Request for Proposals (RFP) process and received 18 proposals. Members of the Library and Community Center Working Group which is comprised of representatives from the City Council, the Library Board of Trustees, the Library Foundation, the Friends of the Library, Park and Recreation Commission and staff, reviewed and provided feedback on the proposals and selected five firms that received the highest ratings to participate in interviews via Zoom.

Based on those interviews, members of the Working Group recommended that Noll & Tam Architects (Noll & Tam) move forward in the selection process. As a result, staff recommends hiring Noll & Tam for the next phase of the process: providing a conceptual design for a combined Library and Community Center at Albert Park. This design will include floor plans with building program needs and overall building size and approximate placement of building footprint based on the [San Rafael Public Libraries Facilities Planning Study](#) published in August 2019. No new programming study is included in this scope of work. The design will include elevations/renderings of building exterior, all sides, illustrating multiple architectural design and vocabulary concepts, as well as sections through building and site showing relationship of new and existing features. The work product will include three alternative design concepts. The conceptual design process will be performed in conjunction with an expanded Library and Community Center Working Group.

**ANALYSIS:**

Noll & Tam is a well-respected firm and is very familiar with library and conceptual design planning and architectural work. Noll & Tam additionally has requisite experience designing combined Library and Community Center facilities. With this next planning project, the Library will be well-positioned to present the City Council conceptual designs for a combined Library and Community Center building in Albert Park that can be compared to the existing information on a remodel of the existing downtown Carnegie library at 100 E Street. A scope of work, proposed timeline (which will be modified to fit the best possible pacing and needs of the community), and a proposed budget and revised budget from Noll & Tam are attached as exhibits to the proposed professional services agreement (Attachment 2).

**COMMUNITY OUTREACH:**

To date, the City has conducted the following community outreach activities on this project:

- Visioning workshop and community meeting in March 2015.
- Publicity and postings of the resulting community vision.
- Community focus groups pop-up feedback gathering as part of the Group 4 needs assessment.
- New Library Facilities Planning Process in 2019 to identify locations and costs for Library services which included three sets of three meetings in Central, East and North San Rafael.

The next community outreach steps will include:

- Four facilitated meetings with the expanded Library and Community Center Working Group representing community stakeholder groups as well as an additional meeting with Library staff with regards to soliciting feedback on the conceptual design process.

**FISCAL IMPACT:**

The proposed agreement would provide for total contract compensation not to exceed \$81,924. There are sufficient monies available in the Fund 215 capital set-aside specifically designated for work toward building new and improved library facilities in San Rafael. An increase of appropriations in the

amount of \$81,924 to account number 215-51-11001-9270 to support the proposed contract is recommended.

**OPTIONS:**

Staff recommends Option 1.

- Option 1: Adopt a resolution authorizing a professional services agreement with Noll & Tam Architects.
- Option 2: Do not adopt a resolution authorizing a professional services agreement with Noll & Tam Architects.

**RECOMMENDED ACTION:**

Adopt a resolution authorizing the City Manager to execute a professional services agreement with Noll & Tam Architects for a Library and Community Center Conceptual Design project in an amount not to exceed \$81,924.

**ATTACHMENTS:**

1. Resolution authorizing a professional services agreement with Noll & Tam Architects
2. Proposed professional services agreement with Exhibit A (scope of work, proposed timeline, which will be modified to fit the best possible pacing and needs of the community, and proposed budget) and Exhibit B (Revised Budget proposal)

## RESOLUTION NO.

### **RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL APPROVING AND AUTHORIZING THE CITY MANAGER TO EXECUTE A PROFESSIONAL SERVICES AGREEMENT WITH NOLL & TAM ARCHITECTS IN AN AMOUNT NOT TO EXCEED \$81,924, FOR A CONCEPTUAL DESIGN FOR A COMBINED PUBLIC LIBRARY AND COMMUNITY CENTER IN ALBERT PARK, AS AN OPTION FOR A FUTURE NEW LIBRARY DOWNTOWN**

**WHEREAS**, the San Rafael Public Library's downtown facility (the "Library") was built in 1906 and the last major renovation that expanded Library space was in 1976; and

**WHEREAS**, the 15,000-square foot facility serves a community of 58,000 and industry standards dictate 1 square foot per resident; and

**WHEREAS**, circulation of Library materials and foot traffic continues to increase annually; and

**WHEREAS**, Library leadership began lobbying for a new Library in 1970; and

**WHEREAS**, the 2003 City of San Rafael General Plan 2020 (section CA-11) states that the City should "renovate and expand or replace" the Library; and

**WHEREAS**, in 2004 a San Rafael Library Foundation was created with the sole goal of raising funding for a new library facility; and

**WHEREAS**, the Library is in the planning stages of exploring possibilities for a new library for San Rafael, and would benefit from a conceptual design for a combined library and community center in Albert Park; and

**WHEREAS**, Noll & Tam Architects is a well-respected firm and very familiar with conducting the desired conceptual design study, and has submitted a proposed scope of services and proposed timeline (to be altered when work begins), and a revised fee breakdown, included in the Staff Report for this resolution;

**NOW, THEREFORE, BE IT RESOLVED** that the proposal from Noll & Tam Architects set forth in the Staff Report is hereby accepted at a fee, including reimbursable expenses, not to exceed \$81,924.00, and the City Manager is hereby authorized and directed to execute a professional services agreement with Noll & Tam Architects on those terms in a final form approved by the City Attorney.

**BE IT FURTHER RESOLVED** that funding shall be appropriated from fund 215's capital set-aside (215-51-11001-9270).

I, LINDSAY LARA, Clerk of the City of San Rafael, hereby certify that the foregoing Resolution was duly and regularly introduced and adopted at a regular meeting of the City Council of said City held on Tuesday, the 19<sup>th</sup> day of January 2021 by the following vote, to wit:

AYES: COUNCILMEMBERS:  
NOES: COUNCILMEMBERS:  
ABSENT: COUNCILMEMBERS:

---

LINDSAY LARA, City Clerk

**AGREEMENT FOR PROFESSIONAL SERVICES**

**FOR CONCEPTUAL DESIGN OF LIBRARY AND COMMUNITY CENTER BUILDING IN  
ALBERT PARK**

This Agreement is made and entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2021, by and between the CITY OF SAN RAFAEL (hereinafter "**CITY**"), and NOLL & TAM ARCHITECTS, a California corporation (hereinafter "**CONTRACTOR**").

**RECITALS**

**WHEREAS, CITY** operates the San Rafael Public Library ("LIBRARY");  
and

**WHEREAS CITY** has a need for professional consulting services in connection with obtaining a conceptual design for a combined Library and Community Center in Albert Park;  
and;

**WHEREAS, CONTRACTOR** has the expertise required to provide such consulting services and is willing to do so on the terms and conditions set forth in this Agreement.

**WHEREAS, CONTRACTOR** has the submitted a revised budget, exhibit "B" to include cost estimating on request of the **CITY**.

**AGREEMENT**

**NOW, THEREFORE**, the parties hereby agree as follows:

1. **PROJECT COORDINATION.**

A. **CITY'S Project Manager.** The Assistant Library and Recreation Director/City Librarian is hereby designated the PROJECT MANAGER for the **CITY**, and said PROJECT MANAGER shall supervise all aspects of the progress and execution of this Agreement.

B. **CONTRACTOR'S Project Director.** **CONTRACTOR** shall assign a single PROJECT DIRECTOR to have overall responsibility for the progress and execution of this Agreement for **CONTRACTOR**. Alyson Yarus is hereby designated as the PROJECT DIRECTOR for **CONTRACTOR**. Should circumstances or conditions subsequent to the execution of this Agreement require a substitute PROJECT DIRECTOR, for any reason, the **CONTRACTOR** shall notify the **CITY** within ten (10) business days of the substitution.

2. **DUTIES OF CONTRACTOR.**

**CONTRACTOR** shall perform the duties and/or provide services described in the

proposal from **CONTRACTOR** dated November 2, 2020 and as outlined on Page 12 “Final Deliverables” of Proposal for San Rafael Public Library and Community Center Conceptual Design Study marked Exhibit “A” attached hereto and incorporated herein by this reference.

3. DUTIES OF CITY.

**CITY** shall pay the compensation as provided in Paragraph 4, and shall otherwise cooperate as necessary for the performance of **CONTRACTOR’s** services described herein.

4. COMPENSATION.

For the full performance of the services described herein by **CONTRACTOR**, **CITY** shall pay **CONTRACTOR** as follows:

**CITY** shall pay **CONTRACTOR** on a time and materials basis at the rates shown on the “Hourly Rate” schedule set forth in Exhibit “A”, for services rendered specifically as outlined in the “Revised Budget San Rafael Public Library & Community Center Conceptual Design Study” attached hereto as Exhibit “B” and incorporated herein by this reference. The total payment made for any individual work task will not exceed the amounts shown in Exhibit “B”. The total contract amount shall not exceed \$81,924.00, including costs and expenses.

Payment will be made monthly upon receipt by PROJECT MANAGER of itemized invoices submitted by **CONTRACTOR**.

5. TERM OF AGREEMENT.

The term of this Agreement shall be for twelve (12) months commencing on the date of this Agreement. Upon mutual written agreement of the parties, and subject to the approval of the City Manager the term of this Agreement may be extended for an additional period of six (6) months.

6. TERMINATION.

A. **Discretionary.** Either party may terminate this Agreement without cause upon thirty (30) days written notice mailed or personally delivered to the other party.

B. **Cause.** Either party may terminate this Agreement for cause upon fifteen (15) days written notice mailed or personally delivered to the other party, and the notified party's failure to cure or correct the cause of the termination, to the reasonable satisfaction of the party giving such notice, within such fifteen (15) day time period.

C. **Effect of Termination.** Upon receipt of notice of termination, neither party shall incur additional obligations under any provision of this Agreement without the prior written consent of the other.

D. **Return of Documents.** Upon termination, any and all **CITY** documents or materials provided to **CONTRACTOR** and any and all of **CONTRACTOR's** documents and materials prepared for or relating to the performance of its duties under this Agreement, shall be delivered to **CITY** as soon as possible, but not later than thirty (30) days after termination.

7. OWNERSHIP OF DOCUMENTS.

The written documents and materials prepared by the **CONTRACTOR** in connection with the performance of its duties under this Agreement, shall be the sole property of **CITY**. **CITY** may use said property for any purpose, including projects not contemplated by this Agreement.

8. INSPECTION AND AUDIT.

Upon reasonable notice, **CONTRACTOR** shall make available to **CITY**, or its agent, for inspection and audit, all documents and materials maintained by **CONTRACTOR** in connection with its performance of its duties under this Agreement. **CONTRACTOR** shall fully cooperate with **CITY** or its agent in any such audit or inspection.

9. ASSIGNABILITY.

The parties agree that they shall not assign or transfer any interest in this Agreement nor the performance of any of their respective obligations hereunder, without the prior written consent of the other party, and any attempt to so assign this Agreement or any rights, duties or obligations arising hereunder shall be void and of no effect.

10. INSURANCE.

A. **Scope of Coverage.** During the term of this Agreement, **CONTRACTOR** shall maintain, at no expense to **CITY**, the following insurance policies:

1. A commercial general liability insurance policy in the minimum amount of one million dollars (\$1,000,000) per occurrence/two million dollars (\$2,000,000) aggregate, for death, bodily injury, personal injury, or property damage.

2. An automobile liability (owned, non-owned, and hired vehicles) insurance policy in the minimum amount of one million dollars (\$1,000,000) dollars per occurrence.

3. If any licensed professional performs any of the services required to be performed under this Agreement, a professional liability insurance policy in the minimum amount of one million dollars (\$1,000,000) per occurrence/two million dollars (\$2,000,000) aggregate, to cover any claims arising out of the **CONTRACTOR's** performance of services under this Agreement. Where **CONTRACTOR** is a professional not required to have a professional license, **CITY** reserves the right to require **CONTRACTOR** to provide professional liability insurance pursuant to this section.

4. If it employs any person, **CONTRACTOR** shall maintain worker's compensation insurance, as required by the State of California, with statutory limits, and employer's liability insurance with limits of no less than one million dollars (\$1,000,000) per accident for bodily injury or disease. **CONTRACTOR's** worker's compensation insurance shall be specifically endorsed to waive any right of subrogation against **CITY**.

**B. Other Insurance Requirements.** The insurance coverage required of the **CONTRACTOR** in subparagraph A of this section above shall also meet the following requirements:

1. Except for professional liability insurance or worker's compensation insurance, the insurance policies shall be specifically endorsed to include the **CITY**, its officers, agents, employees, and volunteers, as additional insureds (for both ongoing and completed operations) under the policies.

2. The additional insured coverage under **CONTRACTOR'S** insurance policies shall be "primary and noncontributory" with respect to any insurance or coverage maintained by **CITY** and shall not call upon **CITY's** insurance or self-insurance coverage for any contribution. The "primary and noncontributory" coverage in **CONTRACTOR'S** policies shall be at least as broad as ISO form CG20 01 04 13.

3. Except for professional liability insurance or worker's compensation insurance, the insurance policies shall include, in their text or by endorsement, coverage for contractual liability and personal injury.

4. By execution of this Agreement, **CONTRACTOR** hereby grants to **CITY** a waiver of any right to subrogation which any insurer of **CONTRACTOR** may acquire against **CITY** by virtue of the payment of any loss under such insurance. **CONTRACTOR** agrees to obtain any endorsement that may be necessary to effect this waiver of subrogation, but this provision applies regardless of whether or not **CITY** has received a waiver of subrogation endorsement from the insurer.

5. If the insurance is written on a Claims Made Form, then, following termination of this Agreement, said insurance coverage shall survive for a period of not less than five years.

6. The insurance policies shall provide for a retroactive date of placement coinciding with the effective date of this Agreement.

7. The limits of insurance required in this Agreement may be satisfied by a combination of primary and umbrella or excess insurance. Any umbrella or excess insurance shall contain or be endorsed to contain a provision that such coverage shall also apply on a primary and noncontributory basis for the benefit of **CITY** (if agreed to in a written contract or agreement) before **CITY'S** own insurance or self-insurance shall be called upon to protect it as a named insured.

8. It shall be a requirement under this Agreement that any available insurance proceeds broader than or in excess of the specified minimum insurance coverage requirements and/or limits shall be available to CITY or any other additional insured party. Furthermore, the requirements for coverage and limits shall be: (1) the minimum coverage and limits specified in this Agreement; or (2) the broader coverage and maximum limits of coverage of any insurance policy or proceeds available to the named insured; whichever is greater. No representation is made that the minimum Insurance requirements of this agreement are sufficient to cover the obligations of the **CONTRACTOR** under this agreement.

C. **Deductibles and SIR's.** Any deductibles or self-insured retentions in **CONTRACTOR's** insurance policies must be declared to and approved by the PROJECT MANAGER and City Attorney, and shall not reduce the limits of liability. Policies containing any self-insured retention (SIR) provision shall provide or be endorsed to provide that the SIR may be satisfied by either the named insured or **CITY** or other additional insured party. At **CITY's** option, the deductibles or self-insured retentions with respect to **CITY** shall be reduced or eliminated to **CITY's** satisfaction, or **CONTRACTOR** shall procure a bond guaranteeing payment of losses and related investigations, claims administration, attorney's fees and defense expenses.

D. **Proof of Insurance.** **CONTRACTOR** shall provide to the PROJECT MANAGER or **CITY'S** City Attorney all of the following: (1) Certificates of Insurance evidencing the insurance coverage required in this Agreement; (2) a copy of the policy declaration page and/or endorsement page listing all policy endorsements for the commercial general liability policy, and (3) excerpts of policy language or specific endorsements evidencing the other insurance requirements set forth in this Agreement. **CITY** reserves the right to obtain a full certified copy of any insurance policy and endorsements from **CONTRACTOR**. Failure to exercise this right shall not constitute a waiver of the right to exercise it later. The insurance shall be approved as to form and sufficiency by PROJECT MANAGER and the City Attorney.

## 11. INDEMNIFICATION.

A. Except as otherwise provided in Paragraph B., **CONTRACTOR** shall, to the fullest extent permitted by law, indemnify, release, defend with counsel approved by **CITY**, and hold harmless **CITY**, its officers, agents, employees and volunteers (collectively, the "**City Indemnitees**"), from and against any claim, demand, suit, judgment, loss, liability or expense of any kind, including but not limited to attorney's fees, expert fees and all other costs and fees of litigation, (collectively "**CLAIMS**"), arising out of **CONTRACTOR'S** performance of its obligations or conduct of its operations under this Agreement. The **CONTRACTOR's** obligations apply regardless of whether or not a liability is caused or contributed to by the active or passive negligence of the **City Indemnitees**. However, to the extent that liability is caused by the active negligence or willful misconduct of the **City Indemnitees**, the **CONTRACTOR's** indemnification obligation shall be reduced in proportion to the **City Indemnitees'** share of liability for the

active negligence or willful misconduct. In addition, the acceptance or approval of the **CONTRACTOR**'s work or work product by the **CITY** or any of its directors, officers or employees shall not relieve or reduce the **CONTRACTOR**'s indemnification obligations. In the event the **City Indemnitees** are made a party to any action, lawsuit, or other adversarial proceeding arising from **CONTRACTOR**'S performance of or operations under this Agreement, **CONTRACTOR** shall provide a defense to the **City Indemnitees** or at **CITY'S** option reimburse the **City Indemnitees** their costs of defense, including reasonable attorneys' fees, incurred in defense of such claims.

B. Where the services to be provided by **CONTRACTOR** under this Agreement are design professional services to be performed by a design professional as that term is defined under Civil Code Section 2782.8, then, to the extent permitted by law including without limitation, Civil Code sections 2782, 2782.6 and 2782.8, **CONTRACTOR** shall indemnify and hold harmless the **CITY** and its officers, officials, and employees (collectively **City Indemnitees**) from and against damages, liabilities or costs (including incidental damages, Court costs, reasonable attorney's fees as may be determined by the Court, litigation expenses and fees of expert witnesses incurred in connection therewith and costs of investigation) to the extent they are caused by the negligence, recklessness, or willful misconduct of **CONTRACTOR**, or any subconsultants, or subcontractor or anyone directly or indirectly employed by them, or anyone for whom they are legally liable (collectively Liabilities). Such obligation to hold harmless and indemnify any indemnity shall not apply to the extent that such Liabilities are caused in part by the negligence or willful misconduct of such City Indemnitee.

C. The defense and indemnification obligations of this Agreement are undertaken in addition to, and shall not in any way be limited by, the insurance obligations contained in this Agreement, and shall survive the termination or completion of this Agreement for the full period of time allowed by law.

12. **NONDISCRIMINATION.**

**CONTRACTOR** shall not discriminate, in any way, against any person on the basis of age, sex, race, color, religion, ancestry, national origin or disability in connection with or related to the performance of its duties and obligations under this Agreement.

13. **COMPLIANCE WITH ALL LAWS.**

**CONTRACTOR** shall observe and comply with all applicable federal, state and local laws, ordinances, codes and regulations, in the performance of its duties and obligations under this Agreement. **CONTRACTOR** shall perform all services under this Agreement in accordance with these laws, ordinances, codes and regulations. **CONTRACTOR** shall release, defend, indemnify and hold harmless **CITY**, its officers, agents and employees from any and all damages, liabilities, penalties, fines and all other consequences from any noncompliance or violation of any laws, ordinances, codes or regulations.

14. NO THIRD PARTY BENEFICIARIES.

**CITY** and **CONTRACTOR** do not intend, by any provision of this Agreement, to create in any third party, any benefit or right owed by one party, under the terms and conditions of this Agreement, to the other party.

15. NOTICES.

All notices and other communications required or permitted to be given under this Agreement, including any notice of change of address, shall be in writing and given by personal delivery, or deposited with the United States Postal Service, postage prepaid, addressed to the parties intended to be notified. Notice shall be deemed given as of the date of personal delivery, or if mailed, upon the date of deposit with the United States Postal Service. Notice shall be given as follows:

TO **CITY**'s Project Manager:

Department of Library & Recreation  
Attn: Henry Bankhead, Project manager  
City of San Rafael  
1400 Fifth Avenue  
P.O. Box 151560  
San Rafael, CA 94915-1560

TO **CONTRACTOR**:

Alyson Yarus  
Noll & Tam Architects and Planners  
729 Heinz Avenue #7  
Berkeley, CA 94710

16. INDEPENDENT CONTRACTOR.

For the purposes, and for the duration, of this Agreement, **CONTRACTOR**, its officers, agents and employees shall act in the capacity of an Independent Contractor, and not as employees of the **CITY**. **CONTRACTOR** and **CITY** expressly intend and agree that the status of **CONTRACTOR**, its officers, agents and employees be that of an Independent Contractor and not that of an employee of **CITY**.

17. ENTIRE AGREEMENT -- AMENDMENTS.

A. The terms and conditions of this Agreement, all exhibits attached, and all documents expressly incorporated by reference, represent the entire Agreement of the parties with respect to the subject matter of this Agreement.

B. This written Agreement shall supersede any and all prior agreements, oral or written, regarding the subject matter between the **CONTRACTOR** and the **CITY**.

C. No other agreement, promise or statement, written or oral, relating to the subject matter of this Agreement, shall be valid or binding, except by way of a written amendment to this Agreement.

D. The terms and conditions of this Agreement shall not be altered or modified except by a written amendment to this Agreement signed by the **CONTRACTOR** and the **CITY**.

E. If any conflicts arise between the terms and conditions of this Agreement, and the terms and conditions of the attached exhibits or the documents expressly incorporated by reference, the terms and conditions of this Agreement shall control.

18. SET-OFF AGAINST DEBTS.

**CONTRACTOR** agrees that **CITY** may deduct from any payment due to **CONTRACTOR** under this Agreement, any monies which **CONTRACTOR** owes **CITY** under any ordinance, agreement, contract or resolution for any unpaid taxes, fees, licenses, assessments, unpaid checks or other amounts.

19. WAIVERS.

The waiver by either party of any breach or violation of any term, covenant or condition of this Agreement, or of any ordinance, law or regulation, shall not be deemed to be a waiver of any other term, covenant, condition, ordinance, law or regulation, or of any subsequent breach or violation of the same or other term, covenant, condition, ordinance, law or regulation. The subsequent acceptance by either party of any fee, performance, or other consideration which may become due or owing under this Agreement, shall not be deemed to be a waiver of any preceding breach or violation by the other party of any term, condition, covenant of this Agreement or any applicable law, ordinance or regulation.

20. COSTS AND ATTORNEY'S FEES.

The prevailing party in any action brought to enforce the terms and conditions of this Agreement, or arising out of the performance of this Agreement, may recover its reasonable costs (including claims administration) and attorney's fees expended in connection with such action.

21. CITY BUSINESS LICENSE / OTHER TAXES.

**CONTRACTOR** shall obtain and maintain during the duration of this Agreement, a **CITY** business license as required by the San Rafael Municipal Code **CONTRACTOR** shall pay any and all state and federal taxes and any other applicable taxes. **CITY** shall not be required to pay for any work performed under this Agreement, until **CONTRACTOR** has provided **CITY** with a completed Internal Revenue Service Form W-9 (Request for Taxpayer Identification Number and Certification).

22. SURVIVAL OF TERMS.

Any terms of this Agreement that by their nature extend beyond the term (or termination) of this Agreement shall remain in effect until fulfilled, and shall apply to both Parties' respective successors and assigns.

23. APPLICABLE LAW.

The laws of the State of California shall govern this Agreement.

24. COUNTERPARTS AND ELECTRONIC SIGNATURE.

This Agreement may be executed by electronic signature and in any number of counterparts, each of which shall be deemed an original, but all of which together shall constitute one document. Counterpart signature pages may be delivered by telecopier, email or other means of electronic transmission.

**IN WITNESS WHEREOF**, the parties have executed this Agreement as of the day, month and year first above written.

**CITY OF SAN RAFAEL**

\_\_\_\_\_  
JIM SCHUTZ, City Manager

**CONTRACTOR**

By:  \_\_\_\_\_

Name: Christopher Noll

Title: Principal

ATTEST:

\_\_\_\_\_  
LINDSAY LARA, City Clerk

[If Contractor is a corporation, add signature of second corporate officer]

By:  \_\_\_\_\_

Name: Janet Tam

Title: Principal

APPROVED AS TO FORM:

\_\_\_\_\_  
ROBERT F. EPSTEIN, City Attorney

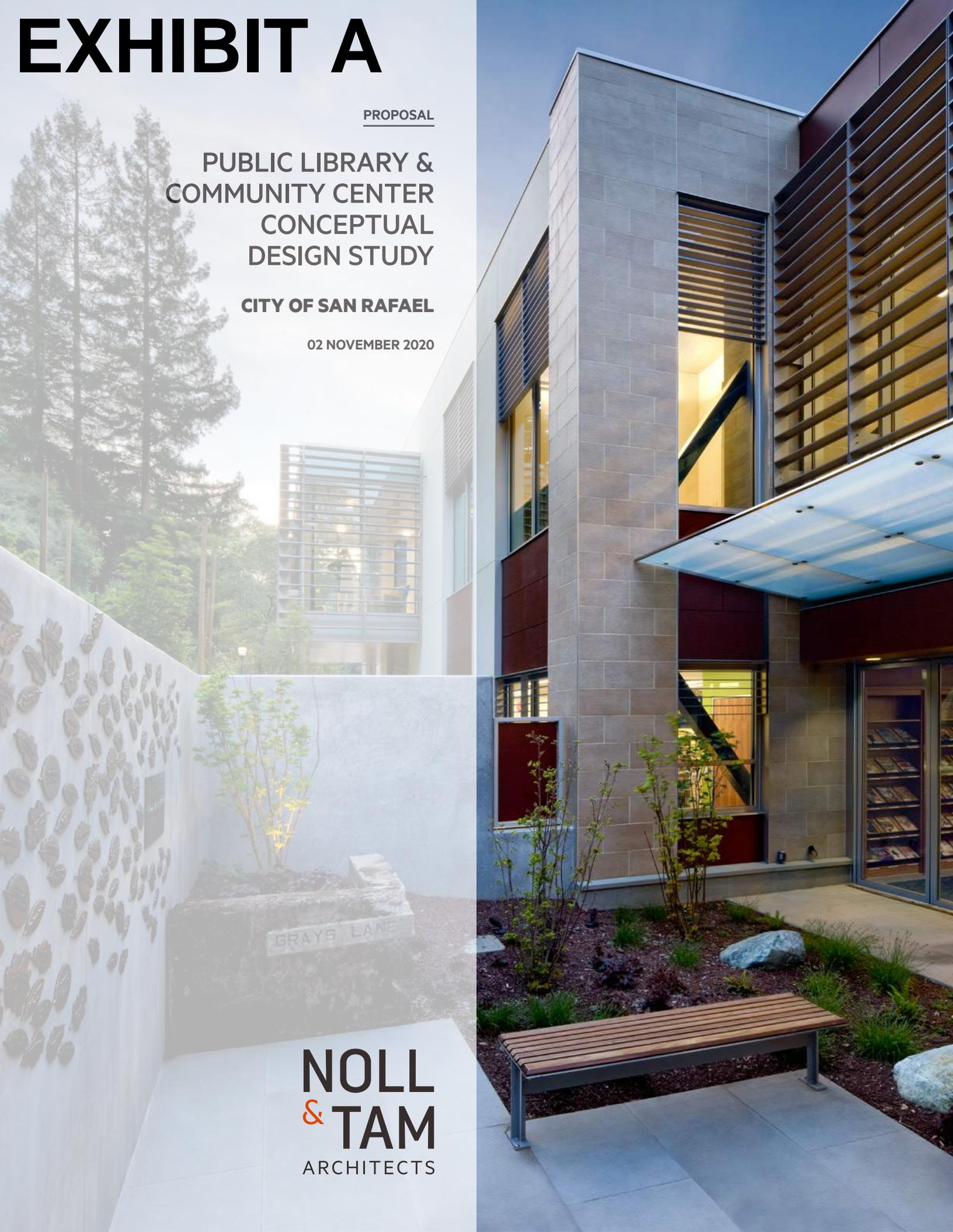
# EXHIBIT A

PROPOSAL

## PUBLIC LIBRARY & COMMUNITY CENTER CONCEPTUAL DESIGN STUDY

**CITY OF SAN RAFAEL**

02 NOVEMBER 2020



**NOLL  
& TAM**  
ARCHITECTS

2 November 2020

Henry Bankhead  
Asst. Library & Recreation Director/City Librarian  
City of San Rafael  
Library & Recreation Department  
618 B Street  
San Rafael, CA 94901



**Re: Public Library & Community Center Conceptual Design Study**

**Dear Mr. Bankhead and Members of the Selection Committee:**

We have so enjoyed working with the City of San Rafael and your dedicated staff in the last few years. Working with people like you and Susan is what inspires us about our public clients—we see you making a difference in your community and are encouraged to perform our best work. Noll & Tam is pleased to have the opportunity to continue our work with you, and we present our proposal to provide conceptual design services for a combined Library and Community Center building at Albert Park.

This project is a necessary step to develop the concept of a new building at Albert Park to the same level as the other alternatives that have been studied. Once this study is complete, the City will have all the information they need to make an important decision about the future of the San Rafael Public Library system. Noll & Tam believes we are the ideal consultant for this project because:

- We have a comprehensive understanding of the work completed to date – this will allow us to minimize start-up time and provide you with the end product you are looking for.
- We have a strong working relationship with the City and understand how to work with you – this will streamline the process and allow for easy communication.
- We have a strong portfolio in both libraries and community centers – this will enable us to present you with informed and feasible design concepts.
- We are passionate about this project, and we love to work with the City of San Rafael – we are assigning our “A” team, and you will have our full attention.

For this project, we have brought together a great team of experienced people to lead a comprehensive and engaging process. I will be the Principal in Charge, actively leading our team’s efforts, joined by Alyson Yarus as Project Manager and Trina Goodwin as Space Planner/Interiors Architect. All three of us have worked with you before and look forward to working with you again. We are joined by RHAA, talented landscape architects who will be able to come up with creative ideas for the outdoor spaces. In the following pages, we have provided our staff experience, our proposed scope of work, and our firm experience to give the City an understanding what our firm has to offer.

We are confident that, together, we will develop a conceptual design that will identify viable solutions for the San Rafael Public Library system to enhance services offered to the community. Our goal for this project will be to provide the City with information necessary to make a decision about the best path forward. Our team will give this project all the enthusiasm, energy, and conscientious effort for which we are known.

Sincerely,

A handwritten signature in black ink that reads "C. Noll". The signature is fluid and cursive, with a long horizontal stroke at the end.

Christopher Noll, FAIA, LEED AP  
Principal

# FIRM ORGANIZATION

## FIRM PROFILE

Noll & Tam Architects creates uncommon spaces for the common good. Christopher Noll and Janet Tam founded the firm in Berkeley, CA in 1992 to establish a talented studio of architects promoting active community involvement and environmentally responsive design.

Our practice is a balance of pre-design services including building evaluations, needs assessments, feasibility studies, programming, site analysis, and master planning, as well as full design services for new building construction and complex renovations. We balance technical requirements, aesthetics, setting and social context, always seeking solutions that touch the environment gently while bringing life to the community.



## FIRM INFORMATION

Company Name: Noll & Tam Architects

Type of Ownership: Corporation

Number of Years in Business: 28

Present Size of Firm: 42

## REFERENCES

### **Santa Cruz Downtown Library Master Plan**

Client: City of Santa Cruz

Contact: Susan Nemitz, Library Director, (831) 427-7706 ext. 7611, nemitzs@santacruzpl.org

### **Belle Haven Branch Library Space Needs Study**

Client: City of Menlo Park

Contact: Sean Reinhart, Director of Library Services, (510) 432-8245, ssreinhart@menlopark.org

### **Woodland Library Facility Master Plan**

Client: City of Woodland

Contact: Greta Galindo, Library Services Director, (530) 661-5984, greta.galindo@cityofwoodland.org

# PROJECT TEAM

Our design team brings together the talents of architects and subconsultants who understand community facilities. Below is summary of the key individuals who are proposed to work on your project, and who will be committed for the duration of the project. At any time, we are able to draw upon our staff of 42 if we need additional resources.

## **CHRIS NOLL, FAIA, LEED AP, PRINCIPAL IN CHARGE**

Christopher Noll will be the Principal in Charge. Chris brings strong skills in collaborating with clients and directing projects through all phases of design while remaining sensitive to the needs and concerns of client and users throughout the process. His role will be to lead the entire design process and keep a sharp eye on implementation of the City's vision and budget.

Chris is very familiar with the design process for community buildings and is adept at building consensus among diverse interest groups. He has led all of Noll & Tam's public library projects and understands the important factors that create successful library spaces. Through his close relationships with public librarians throughout the state, Chris stays on top of new trends in librarianship, and brings a visionary perspective to the design process.

## **ALYSON YARUS, LEED AP, PROJECT MANAGER**

As Project Manager, Alyson will create and maintain a work plan for the project team, anticipating tasks and the time required to complete them in order to meet commitments. She will be the day-to-day client contact and will hold the responsibility for the efficient running and the delivery of the project. She will coordinate and participate in meetings with the San Rafael staff, together with Chris and Trina.

Alyson is a licensed architect and a LEED Accredited Professional. She joined Noll & Tam in 1997 as its third employee (after the two founders) and has managed a wide variety of library and community projects. Alyson was project manager for our previous work with San Rafael, and is looking forward to continuing her collaboration with you.

## **TRINA GOODWIN, LEED AP, SPACE PLANNER/INTERIORS ARCHITECT**

Trina offers the unique perspective of an architect and interior designer specializing in space planning and FF&E. Over the past 25 years she has developed a specialization in designing joyful and energizing community spaces. She will work side-by-side with Chris and Alyson on the conceptual design study. She will participate in presentations to City and the stakeholders, and ensure that the recommendations are budget conscious and appropriate to the context and community. Trina has noted skill at facilitating community process and is aware of the particular issues and challenges this project may experience. Her involvement and advice will be indispensable moving forward.



HAYWARD MAIN LIBRARY & COMMUNITY LEARNING CENTER



# CHRISTOPHER NOLL, FAIA, LEED AP NOLL & TAM ARCHITECTS

## PRINCIPAL IN CHARGE

A licensed architect since 1985, Chris specializes in the planning and design of libraries and has led all of Noll & Tam's public library projects. He was recently elected a Fellow in the American Institute of Architects for his leadership in community-inclusive programming and design of libraries. Chris is actively involved in the library community through the California Library Association (CLA) and the American Library Association (ALA). As a member of the CLA Legislative Committee, Chris led a statewide space needs assessment for California's more than 1,100 public libraries. He engages in research about future trends in library facilities and library service delivery. With Anthony Bernier, Ph.D., of SJSU, Chris has developed the "Youth Opportunity Design Approach," a curriculum guide for how to engage youth in the design of library spaces.



### CALIFORNIA REGISTRATION

Licensed Architect #C15916

### EDUCATION

Master of Architecture,  
University of California,  
Berkeley, 1981

Bachelor of Arts,  
Princeton University, 1978

### RELEVANT PROJECT EXPERIENCE

San Rafael Public Libraries Study

Alameda Branch Libraries Feasibility Study and Renovation

Santa Cruz Downtown Library Master Plan

Belle Haven Branch Library Space Needs Study

Woodland Library Facility Master Plan

Berkeley Public Library Branch Libraries Facilities Master Plan

American Canyon Library Renovation

Berkeley Public Library Central Library Improvements

Mission Branch Library Renovation, Santa Clara

Napa County Main Library Remodel

Petaluma Regional Library Refresh

Capitola Library

Castro Valley Library

Half Moon Bay Library

Hayward Main Library & Community Learning Center

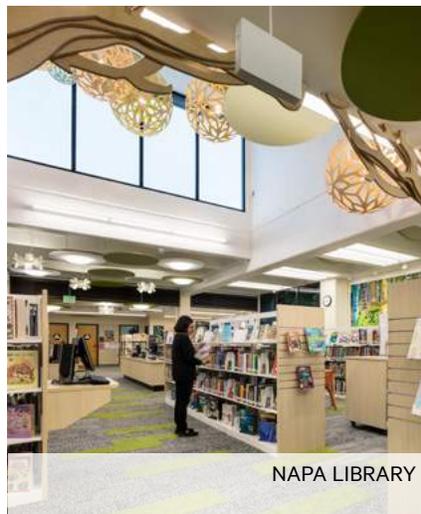
Los Gatos Library

Felton Library Interior Design

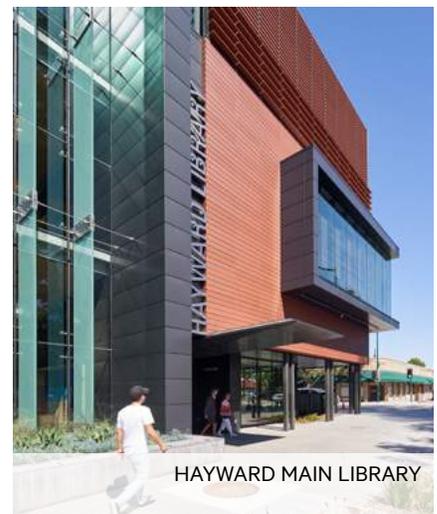
Valley Hi North Laguna Library, Sacramento



HALF MOON BAY LIBRARY



NAPA LIBRARY



HAYWARD MAIN LIBRARY



# ALYSON YARUS, LEED AP NOLL & TAM ARCHITECTS

## PROJECT MANAGER

Alyson Yarus is a registered architect and LEED Accredited Professional with more than 25 years of experience. Alyson has been with Noll & Tam since 1997 and is an Associate Principal. Her ability to listen carefully to clients' and user groups' needs while keeping all aspects of the project well-organized has enabled her to continually deliver complex projects on time and on budget.

Alyson collaborates with clients in a friendly and enthusiastic way to get the most 'bang' out of limited budgets. Alyson worked on the study of four branch libraries for Berkeley Public Library, and led our previous work with the City of San Rafael.



### RELEVANT PROJECT EXPERIENCE

- San Rafael Public Libraries Study
- Alameda Branch Libraries Study and Renovation
- American Canyon Library
- Berkeley Public Library Central Library Improvements
- Berkeley Public Library Branch Libraries Facilities Master Plan
- Napa County Main Library Renovation
- Marina Branch Library
- Berkeley YMCA-PG&E Teen Center
- Solano Community College New Library & Learning Resource Center

- St. Mary's College Library and Learning Commons, Moraga
- De Anza Library Renovation
- Cal Career Center Renovation
- UC Berkeley College of Natural Resources Master Plan
- UC Berkeley Student Community Center Renovations, Lower Sproul Plaza Revitalization
- UC Berkeley Eshleman Surge Space Renovation
- UC Berkeley Moffitt Library West Terrace Canopy
- International House Renovations

### CALIFORNIA REGISTRATION

Licensed Architect #C28307

### EDUCATION

Master of Architecture,  
University of California,  
Berkeley, 1997

Bachelor of Arts,  
Stanford University, 1987



NAPA LIBRARY



BERKELEY PUBLIC LIBRARY  
CENTRAL LIBRARY



ALAMEDA BRANCH LIBRARIES



# TRINA GOODWIN, LEED AP NOLL & TAM ARCHITECTS

## SPACE PLANNER/INTERIORS ARCHITECT

In her 40-year career as an architect, Trina Goodwin has planned, designed, and conducted feasibility studies for numerous Bay Area public facilities. At Noll & Tam since 2005 and an Associate Principal with the firm, Trina most recently designed the interior architecture for the Hayward Main Library & Community Learning Center which opened in Sept 2019. She offers the unique perspective of an architect and interior designer specializing in space planning and FF&E. She has a particular interest in creating efficient and supportive spaces for library services that respond to the needs of library staff and patrons, and focusing on highly durable finishes and materials for public spaces that are attractive yet hold up to heavy use.



### CALIFORNIA REGISTRATION

Licensed Architect #C21806

### EDUCATION

Bachelor of Architecture,  
California Polytechnic State  
University, San Luis Obispo, 1980

### RELEVANT PROJECT EXPERIENCE

San Rafael Public Libraries Study

Menlo Park Library Space  
Needs Study

Santa Cruz Downtown Library  
Master Plan

Belle Haven Branch Library Space  
Needs Study

Woodland Library Facility  
Master Plan

Hayward Main Library & Community  
Learning Center

Half Moon Bay Library

Capitola Library

Los Gatos Library

Valley Hi North Laguna Library,  
Sacramento

San Leandro Mulford Marina Library

Los Altos New Community Center

Antioch Community Center

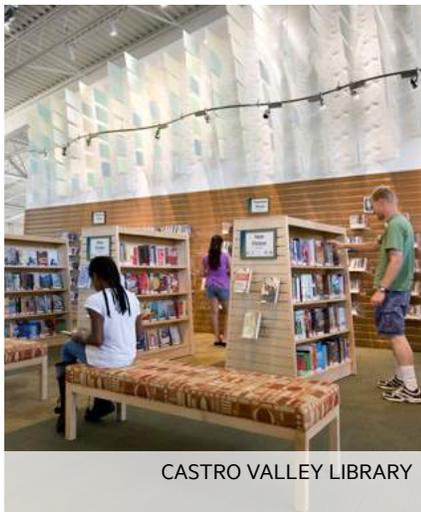
St. Helena Community Facilities  
Visioning Study

American Canyon Library Renovation

Berkeley Public Library Central  
Library Improvements

Mission Branch Library Renovation,  
Santa Clara

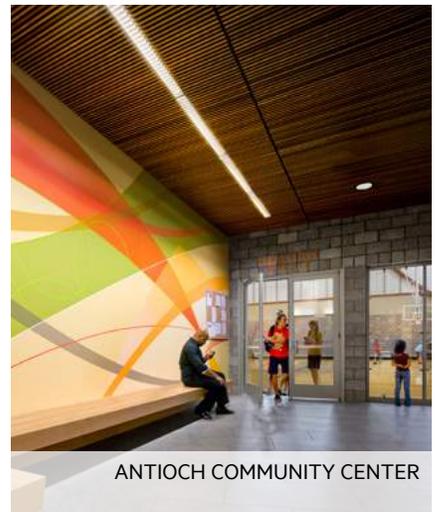
Petaluma Regional Library Refresh



CASTRO VALLEY LIBRARY



LOS GATOS LIBRARY



ANTIOCH COMMUNITY CENTER

## SUBCONSULTANTS

We have brought aboard a trusted landscape architecture firm, RHAA, to help us in the site evaluation and conceptual design.

### RHAA FIRM PROFILE

RHAA has a long history of environmental stewardship and a holistic design vision. They are known for their site sensitive design approach that provides the maximum benefit for the least use of available resources while creating places that enrich the fabric of their communities. Whether working in the heart of a city or in a pristine natural environment, the firm strives to find the spirit of the place and weave together history, nature, human relationships, stories, art, environment and culture to create unique and beautiful landscapes. Their goal is to let the context – the site and its user community – speak for itself.

Throughout its 60 year history, RHAA has developed a strong Community Center and Library portfolio. Recent projects include the Hayward 21st Century Library & Heritage Plaza Arboretum and the Burlingame Community Center. In each of its projects, RHAA works closely with the architect to create a robust site program that is well integrated with the interior design and function of the building. Such integration serves to expand and upgrade the usability of each site.

RHAA's 30-person landscape architecture design and planning firm with offices in Mill Valley and San Francisco has the capability to assist in multiple projects with tight deadlines. The firm understands that during the unprecedented time of COVID-19 they must be innovative and flexible with their collaboration

strategies. RHAA has developed particular expertise in working with local, state and federal agencies and their staff, in conducting public meetings and community workshops, in managing multidisciplinary teams, in meeting construction budgets and management requirements, and in preparing construction documents. They specialize in a collaborative design and visioning process that engages clients and stakeholder groups with the design team – creating a dialogue where the needs and opportunities of the project are explored. RHAA uses sketches, drawings, and three-dimensional computer models to help clients envision design ideas, and they prepare detailed design and construction documents that bring these visions to reality.

### FIRM INFORMATION

**Legal Name:**

Royston Hanamoto Alley & Abey

**Business Type:** Landscape

Architects and Planners. RHAA is certified by the State of California and the Federal Government as a Small, Women-Owned and Disadvantaged Business Enterprise.

**Legal Status:** RHAA is a

California corporation formed in 1958 and incorporated in 1967.

**Office:** 225 Miller Avenue  
Mill Valley, CA 94941

**Point of Contact:** Manuela King,  
Principal-In-Charge

415.383.7900

manuela@rhaa.com

**Tax Identification Number:**

94-1649892



HALF MOON BAY LIBRARY



# Manuela A. King

Landscape Architect, LEED AP  
Principal-in-Charge

As a Principal in the firm, Manuela King has been instrumental in the design of a wide variety of high-profile projects. These include corporate campus design, urban design and planning, park and recreation planning, residential design, and commercial and professional facilities. Her interests include the relationship between art, architecture, landscape architecture and contemporary urban design. She is a strong advocate of sustainable design in all her projects. Over her time with the firm, her work has expanded to include many international projects, including work in Chile, Taiwan, Malaysia, Israel, Korea, the Philippines, China, Australia and Japan.

## Qualifications

### Education:

- University of Oregon, Master of Landscape Architecture
- University of Oregon, Bachelor of Landscape Architecture
- Pennsylvania State University, Bachelor of Science

### Registration:

- Landscape Architect, State of California #3271
- LEED Accredited Professional US Green Building Council

### Association:

- American Society of Landscape Architects
- AIA Associate Member

### Years of Experience:

- 35 years at RHAA
- 35 years in the industry

### Contact Information:

- manuela@rhaa.com
- 415.706.1967

## Selected Project Experience

HALF MOON BAY, CALIFORNIA  
Half Moon Bay New Library

HAYWARD, CALIFORNIA  
Hayward 21st Century Library

TIBURON, CALIFORNIA  
Belvedere-Tiburon Library

SAN MATEO, CALIFORNIA  
San Mateo Public Library

BERKELEY, CALIFORNIA  
UC Berkeley Moffitt Library

SAN RAFAEL, CALIFORNIA  
Marin Civic Center Master Plan

NOVATO, CALIFORNIA  
Novato City Hall

SAN PABLO, CALIFORNIA  
Center Campus Design, Contra Costa College

BRENTWOOD, CALIFORNIA  
Brentwood Center, Los Medanos College

OAKLAND, CALIFORNIA  
Master Plan, Holy Names/Samuel Merritt College

MERCED, CALIFORNIA  
Campus Master Plan, Merced Community College

SARATOGA, CALIFORNIA  
Landscape Master Plan, West Valley College

SANTA ROSA, CALIFORNIA  
Sonoma Academy

FAIRFAX, CALIFORNIA  
White Hill School

ATHERTON, CALIFORNIA  
Academic Arts Bldg & Quad, Sacred Heart School



# Jacob Millard

Landscape Architect, LEED AP  
Senior Associate

Jacob has over 15 years of experience designing outdoor spaces. His sensitivity to client needs, user experience, and sustainable solutions equals his passion for contemporary site design and place making. Jacob has focused his career on understanding and exploring our relationship with natural and built environments; and his background in design, engineering and construction has given him a strong foundation for working with clients, communities and multi-disciplinary. At RHAA, Jacob has worked on a diverse range of public & private projects; from master planning and conceptual visioning to a wide variety of constructed projects. His work has included urban plazas, streetscapes, and civic spaces; park and recreation projects; health care facilities and corporate campuses; schools and educational campuses; multi-use developments, commercial retail spaces, and residential design.

## Qualifications

### Education:

- University of Washington, Master of Landscape Architecture
- University of Washington, Master of Civil & Environmental Engineering
- Tufts University, Bachelor of Science, Mechanical Engineering

### Registration:

- Landscape Architect, State of California #5497
- LEED Accredited Professional US Green Building Council
- ReScape Qualified Professional

### Association:

- American Society Landscape Architects

### Years of Experience:

- 15 years at RHAA
- 10 years in the industry

### Contact Information:

- jacob@rhaa.com
- 415.360.2861

## Selected Project Experience

HALF MOON BAY, CALIFORNIA  
Half Moon Bay New Library

HAYWARD, CALIFORNIA  
Hayward 21st Century Library

SARATOGA, CALIFORNIA  
Landscape Master Plan, West Valley College

SARATOGA, CALIFORNIA  
Language Arts Building, West Valley College

SARATOGA, CALIFORNIA  
Student Services Building, West Valley College

SARATOGA, CALIFORNIA  
Athletic Complex, West Valley College

SARATOGA, CALIFORNIA  
Campus Entry, West Valley College

SAN PABLO, CALIFORNIA  
Center Campus Design, Contra Costa College

SAN PABLO, CALIFORNIA  
New Science Building, Contra Costa College

BRENTWOOD, CALIFORNIA  
Brentwood Center, Los Medanos College

ATHERTON, CALIFORNIA  
Academic Arts Bldg & Quad, Sacred Heart School

LIVERMORE, CALIFORNIA  
Student Services Building, Las Positas College

LIVERMORE, CALIFORNIA  
Science and Technology Building, Las Positas College

# PROJECT UNDERSTANDING

## PROJECT UNDERSTANDING

This project is an exciting one for the City of San Rafael, because it will provide the City with the tools to move forward with the vision for a renewed main library that has been 20 years in the making, while incorporating a new vision for a combined community center in keeping with the aspirations of the City’s current goals for public services. San Rafael is faced with the question of how best to improve all of its community facilities and create a place for all ages that houses learning, community, and play. Understandably, this is a decision that has many stakeholders with strong voices, and faces scrutiny that the decision be made fairly and with due attention given to all aspects of the issue.

The existing San Rafael Community Center in Albert Park is a well-used and important City facility, but a new community center combined with a new main library at this location has the potential to become a vibrant and important center of City life. Centered around the beautiful existing garden, adjacent to the sports fields and the Children’s Center, and next door to the bocce club, with activities and facilities for all ages and different interests, this new building can serve as a model for the integration of library and community functions. It can be a place where every citizen of San Rafael can learn, grow, and create new memories.

To provide the City with the appropriate information to be able to make a decision about the next steps, we will deliver a high-level and

clear assessment of the opportunities of the Albert Park site. This work will advance what both we (Noll & Tam) and Kappe + Du have done previously such that an “apples to apples” comparison can be made of the various paths forward.

We will move this work forward while maintaining the City’s schedule and being respectful of the City’s budget. We will provide a “right-sized” study – one that provides an analysis that can be compared to the other sites. At this juncture, we understand that there is no need for engineering input or assessment, as that would actually elevate the complexity of this study beyond the other sites, and potentially trigger requests to update the work in other areas.

## SCHEDULE

Task	Task Start	Task End	Duration
Contract Award	Feb 1, 2021 (Mon)		
Kickoff Meeting (Meeting 1)	Feb 4 (Thurs)		
Review Existing Documentation, Preliminary Work, Site Visit	Feb 5 (Fri)	Mar 3 (Weds)	3.5 weeks
Site Analysis	Feb 17 (Weds)	Mar 3 (Weds)	2 weeks (overlapping)
Meeting 2 with Working Group	Mar 4 (Thurs)		
Development of Alternatives	Mar 5 (Fri)	April 7 (Weds)	4.5 weeks
Staff Workshop	April 8 (Thurs)		
Refinement of Alternatives	April 9 (Fri)		2.5 weeks
Meeting 3 with Working Group	April 29 (Thurs)		
Development of Selected Alternatives	April 30 (Fri)	May 26	3.5 weeks
Meeting 4 with Working Group	May 27 (Thurs)		
Preparation of Presentation-Level Materials	May 28 (Fri)	June 18 (Fri)	4 weeks
City Council Presentation	June 21, 2021 (Mon)		

## FINANCIAL MONITORING

A project cannot be successful if it is not based upon realistic financial assumptions. Our team brings a great deal of experience in developing project budgets that are aggressive but achievable.

We will start out our budgeting process by assessing all of the goals, aspirations, constraints, and limitations of the project that have been expressed to date. We know that the City has a limited budget for this study, and we intend to stay on schedule and therefore on budget for the (short) duration of this work.

We will partner with you to establish goals and priorities, and facilitate discussions that sort them out into achievable project scenarios. Our goal will be to listen to all parties carefully, document everyone's goals for the record, refine and synthesize scope items as possible, explore an appropriate number of alternatives, and guide the decision-making process towards a common, achievable set of program and budget goals.

## QUALITY ASSURANCE/ QUALITY CONTROL

QA/QC for a study is a bit different than when we are putting together a full set of construction documents for public bid. One of the keys to a successful study is principal involvement and direction. We have dedicated senior staff to this project – the same staff who have been working with you over the last few years. They will remain committed and hands-on throughout, ensuring that the concepts being developed are in line with what has been expressed by the Working Group and City staff. Our project manager will ensure that the process remains on schedule and on budget, and that the final deliverables are of the quality that the City expects.

## PROJECT COORDINATION

This project has a quick schedule, and one of the keys to maintaining that schedule will be effective project coordination, collaboration, and timely decision making. Noll & Tam is proposing a lean team: the key staff shown in this proposal will be your project team, supported by one or two technical staff. Our team will launch the project through a Zoom kickoff meeting and continue internal project communication through various online platforms, keeping in close communication and moving the project forward.

We have found that one of the key elements to a successful partnership with our public clients is the ability to facilitate a collaborative process that responds directly to concerns of the client, users, and community. Noll & Tam will work closely with City staff to identify important project priorities and develop tangible strategies to achieve these priorities. We know you and your staff well and would anticipate being able to “hit the ground running” and lead this project to a successful conclusion.



ANTIOCH COMMUNITY CENTER

## PROJECT WORK PLAN

### KICKOFF MEETING:

We will initiate the project by having a collaborative working session with the Library's Working Group, City staff, the design team, and key community stakeholders. We will discuss the overall goals and mission for the project, review the decision-making process, assess the budget, and determine key milestones in the project schedule. We will work with your team to understand what can work best for you and what you envision for the future of this shared facility.

*Deliverables: A written summary of project goals and priorities.*

### PRELIMINARY WORK:

Noll & Tam will begin by reviewing any existing documentation about the site and the work already completed. Noll & Tam and our landscape architect RHAA will visit the site to experience the environment and its surrounding streetscape and the relationship to the surrounding amenities. Site diagramming will be undertaken to identify site conditions and constraints, landscape areas, as well as parking requirements. We will develop two site plan options that will indicate the site area of the building, parking layout, and potential recreational use of the surrounding landscape.

Upon review and input from the stakeholders on these two site plan options we will develop a final and third site plan.

*Deliverables: Two site plan alternatives followed by a third and final preferred annotated plan.*

### CONCEPT DESIGN OPTIONS:

With your agreed-upon site plan as a basis, we will study three design options for the plan layouts of the various spatial components within the building. Each will be shown integrated with the landscaped environment.

We will create a criteria list that assists the team in evaluating the pros and cons of each option. Upon review and input from the stakeholders on these three options for the building plans we will develop final sets of enlarged conceptual floor plans for the building.

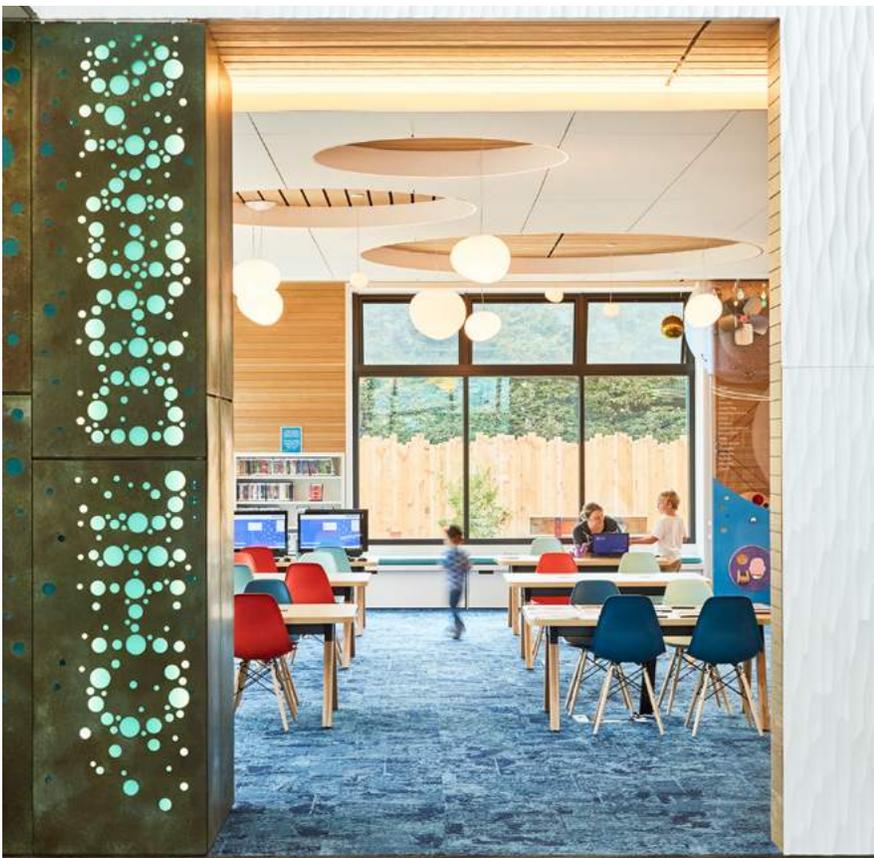
For each of the three design alternatives, we will study the massing of the building and develop a design approach to the character of the building façades situated on the site.

*Deliverables: Three different conceptual building floor plan options. Deliverables also include loose massing diagram drawings and architectural character sketches.*

### FINAL DELIVERABLES:

The selected Conceptual Design scheme will be determined through a process that includes input from the Library Working Group and Parks & Rec staff. After the preferred scheme is selected, we will develop presentation-level materials for the preferred scheme, which we will present to the City Council, and which can be used in presentation to the community.

*Deliverables: Preferred annotated (rendered) site plan, presentation floor plans, sections, elevations, and three renderings (two exterior, one interior) of preferred alternative for use in presentations.*



HALF MOON BAY LIBRARY

## RESOURCES TO BE PROVIDED BY THE CITY

We would like to receive any additional information the City has about the existing community center, the site, and adjacent City properties; for example, the geotechnical report that was discussed at the informational meeting.

## WORKING TOGETHER DURING COVID-19

During the early stages of this project, COVID-19 considerations for safe distancing may still be required. Over the last 7+ months, Noll & Tam has continued to move forward productively with all our projects in different phases and has been able to perform all project tasks in a timely way, from kickoff meetings to construction administration. Our

client and stakeholder meetings are now typically conducted via digital platforms like Zoom or Microsoft Teams, facilitated in a way that is interactive, clear, and well organized. Our virtual meetings have proven to be an effective alternative, as well as more cost effective than in-person meetings.



HAYWARD NEW LIBRARY & COMMUNITY LEARNING CENTER

# EXCLUSIONS OR EXCEPTIONS

At this time, we have not identified any parts of the proposal that are beyond our expertise or would be better handled by City staff.



ANTIOCH COMMUNITY CENTER

# BUDGET

Project Tasks	Estimated Noll & Tam Hours	N&T Fee Per Task	Estimated RHAA Hours	RHAA Fee Per Task	Total Hours	Total Fee per Task
Review Documentation & Develop Base Plans	9	\$1,415			9	\$1,415
Preliminary Brainstorming	20	\$3,620	4	\$1,078	24	\$4,698
Preliminary Alternatives	22	\$3,670	32	\$7,040	54	\$10,710
Development of Alternatives	26	\$4,390			26	\$4,390
Development of Selected Alternative	41	\$5,900	40	\$8,360	81	\$14,260
1 Site Visit	2.5	\$498	3	\$710	5.5	\$1,208
4 Meetings with Working Group (2hr virtual mtgs)	24	\$4,760	5.5	\$1,510	29.5	\$6,270
1 Staff workshop (2hr virtual mtgs)	6	\$1,190	1.5	\$421	7.5	\$1,611
Presentation Materials: Site Plan, Floor Plans, Sections, Elevations	42	\$6,580			42	\$6,580
Presentation Materials: Three (3) Renderings	43	\$6,715			43	\$6,715
City Council Presentation	9	\$1,785			9	\$1,785
Project Management	10	\$1,635	3	\$798	13	\$2,433
Documentation of Process: Designs, Meeting Notes	24	\$3,880			24	\$3,880
	278.5	\$46,038	89	\$19,916	367.5	\$65,954
<b>Reimbursable Expenses</b>						<b>\$2,000</b>
<b>Total</b>						<b>\$67,954</b>

## ASSUMPTIONS

The scope of work is limited to the tasks listed above.

Fees include meetings and presentations as shown. Additional meetings will be considered extra services.

Fees include submittals as shown. Additional submittals will be considered extra services. Fees assume a single phase of project documentation.

## HOURLY RATES

### NOLL & TAM ARCHITECTS

Principal	\$230 - \$240
Associate Principal	\$175 - \$190
Project Manager/ Senior Technical Architect/PM	\$175 - \$185
Senior Technical Staff	\$165 - \$170
Designer	\$135 - \$155
Project Assistant	\$110 - \$120

### RHAA

Principal	\$240 - \$255
Senior Associate	\$210 - \$235
Assistant Project Manager	\$180
Associate	\$170 - \$180
Designer	\$135 - \$155
Project Accountant	\$175
Controller	\$200

#### *Reimbursable Expenses*

Reproduction, travel outside the Bay Area, renderings, computer models, physical models, postage, messengers, and other usual expenses will be billed at 1.15 times actual cost.

# EXPERIENCE

Noll & Tam Architects delivers the full set of services and experience requested by the City of San Rafael. We are known for our skill with library planning and design, and have completed programming, planning, and design for numerous community and recreation centers. In the following pages, we have included representative projects which show the full breadth of services we can provide, and have also included the work of RHAA, who will be a close partner throughout this project.



ANTIOCH COMMUNITY CENTER

## LIBRARY EXPERIENCE

Noll & Tam is perhaps best known as library design experts, and will be able to bring our considerable experience in modern library trends to this project. Libraries have greatly expanded their role in the contemporary community. Their mission to promote equal access to knowledge endures, but the last 20 years have brought remarkable changes in its delivery. This is due both to advances in technology and to changing community expectations. Libraries are no longer just a place where you can borrow and read a book. They are the focus of the local community – a place to meet friends and access the Internet with the latest technology, offering expanded reference resources, audio-visual collections, government services, after-school care, homework centers, resources for business, job search resources, literacy programs, genealogy resources, local history, and continuing education.

## COMMUNITY CENTER EXPERIENCE

Noll & Tam has considerable experience in the design of both new and renovated community facilities and recreation centers. Our experience has shown us that in order for these facilities to be embraced by their communities, a recreation center must meet the wide-ranging needs of the population it serves, with a move toward multi-generational and flexible spaces that can adapt to changing needs and demographics. Community facilities promote personal connection and can support family bonding, teach youth life skills, and encourage active and healthy participation among all community members. Our goal is always to create a community recreation center that remains relevant into the future, and to think imaginatively about how the new facility will relate to its community and the larger context around it, both physically and culturally.



## KEY FEATURES

- COMMUNITY FACILITY
- CONNECTION TO PARK
- NEW LIBRARY
- LEED PLATINUM/ZNE SUSTAINABILITY GOALS
- RHAA AS LANDSCAPE ARCHITECT

## PROJECT INFORMATION

Client: City of Hayward  
 Location: Hayward, CA  
 Dates: Feb 2014 - Sept 2019  
 Contact: Sean Reinhart  
 Director of Library Services,  
 Menlo Park  
 (Fmr. Hayward Library Director)  
 ssreinhart@menlopark.org  
 (510) 432-8245

## HAYWARD NEW LIBRARY & COMMUNITY LEARNING CENTER

Noll & Tam Architects is the prime architect for a new three-story library located on an urban site adjacent to the City's main downtown park, this three-story library is an innovative resource for Hayward's diverse community. The library includes expanded classrooms and educational spaces for an adult learning center and a homework center. It is one of the largest Zero Net Energy public libraries in the country and includes a rainwater catchment system that will save and recycle 500,000 gallons of water per year. In terms of design, sustainability, and service delivery, this is truly a 21st Century Library.





## KEY FEATURES

- COMMUNITY FACILITY
- INDOOR-OUTDOOR CONNECTION
- LEED GOLD/ZNE SUSTAINABILITY GOALS
- RHAA AS LANDSCAPE ARCHITECT

## PROJECT INFORMATION

Client: City of Half Moon Bay  
 Location: Half Moon Bay, CA  
 Dates: Aug 2015 - Aug 2018  
 Contact: Anne-Marie Despain  
 Director of Library Services  
 San Mateo County Libraries  
 despain@smcl.org  
 (650) 312-5245

## HALF MOON BAY LIBRARY

Noll & Tam worked with the City of Half Moon Bay on the design of a new 22,000-square-foot library that replaced an existing 7,285-square-foot facility. The library, a regional branch of San Mateo County Libraries, is a hub of community activity that caters to all age ranges and diverse user needs. Noll & Tam's design honors the coastal and agricultural roots of the community, while serving current and future technology needs. The library features daylit interior spaces, outdoor reading plazas, acoustically separated areas for teen activities, and a flexible maker space. The library opened to great celebration in August 2018.





## KEY FEATURES

- DOWNTOWN LIBRARY
- OCCUPIED RENOVATION
- COMMUNITY FACILITY
- CHILDREN'S SPACES

## PROJECT INFORMATION

Location: Napa, CA

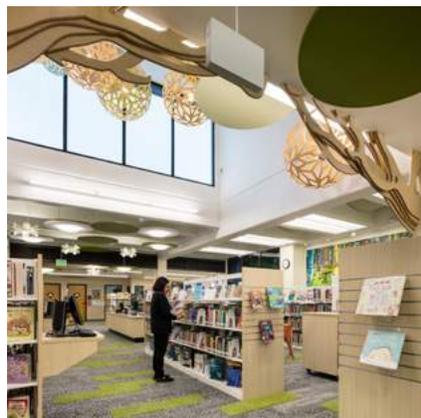
Client: County of Napa

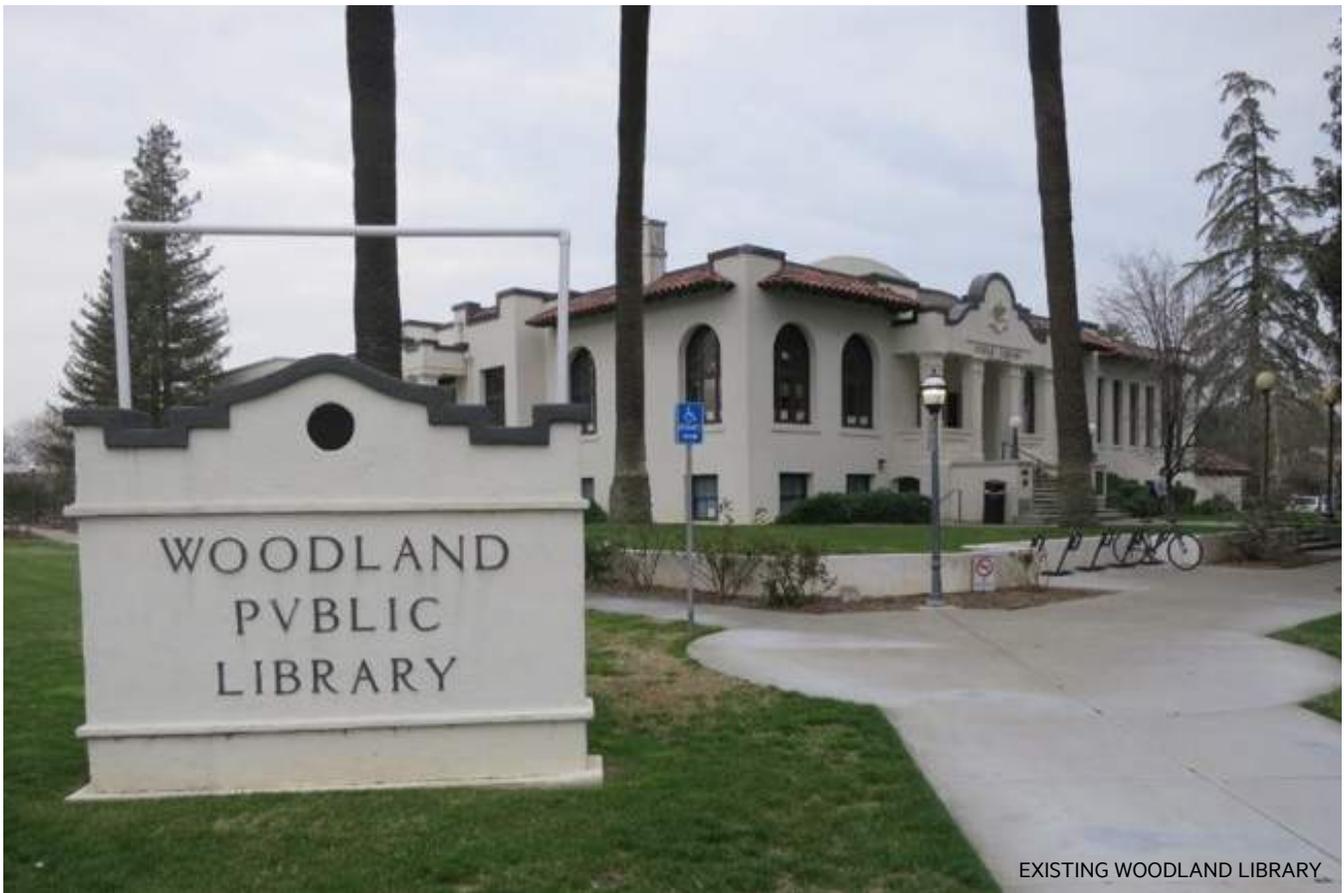
Dates: April 2015 - Sept 2017

Contact: Danis Kreimeier  
 Director of Library Services &  
 Community Outreach  
[danis.kreimeier@countyofnapa.org](mailto:danis.kreimeier@countyofnapa.org)  
 (707) 253-4242

## NAPA COUNTY LIBRARY MAIN BRANCH RENOVATION

Noll & Tam recently completed a project at the Napa Main Branch Library. The \$2.5M remodel addressed administration and circulation areas and paid special attention to the Children's area. We expanded the storytime space and added new lighting and ceiling features to support a "forest of books" theme, introduced by a much-loved existing mural on the wall. A new entry feature creates a welcoming portal into the updated 4,000-square-foot Children's area.





EXISTING WOODLAND LIBRARY

**KEY FEATURES**

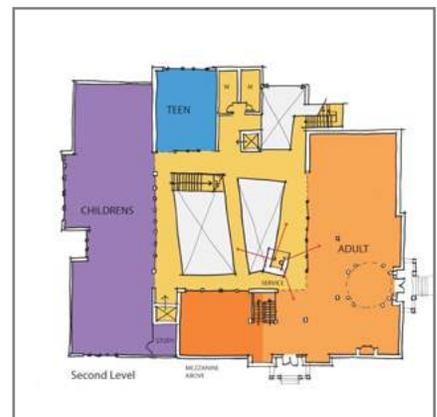
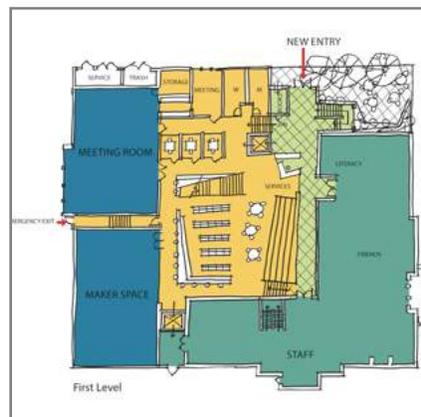
- STUDY
- DOWNTOWN LIBRARY
- HISTORIC BUILDING

**PROJECT INFORMATION**

Location: Woodland, CA  
 Client: City of Woodland  
 Dates: Nov 2016 - Sept 2017  
 Contact: Greta Galindo  
 Library Services Director  
 greta.galindo@cityofwoodland.org  
 (530) 661-5984

**WOODLAND LIBRARY MASTER PLAN**

In 2016, Noll & Tam was engaged to develop a Facility Master Plan for the oldest operating Carnegie library in California, the Woodland Library. The last update to the library was almost 30 years ago, and the needs of the staff and community have far outpaced the capacity of the current facility to meet those needs. With the goal of securing support and funding, our Facility Master Plan identifies a range of short- to long-term renovation projects which will provide a road map for the library to implement immediate improvements, while planning for longer-term projects as funding permits. Focused on flexibility, the facility master plan will be a useful management tool into the future, guiding the library’s development as its needs change over time.





EXISTING SANTA CRUZ LIBRARY

**KEY FEATURES**

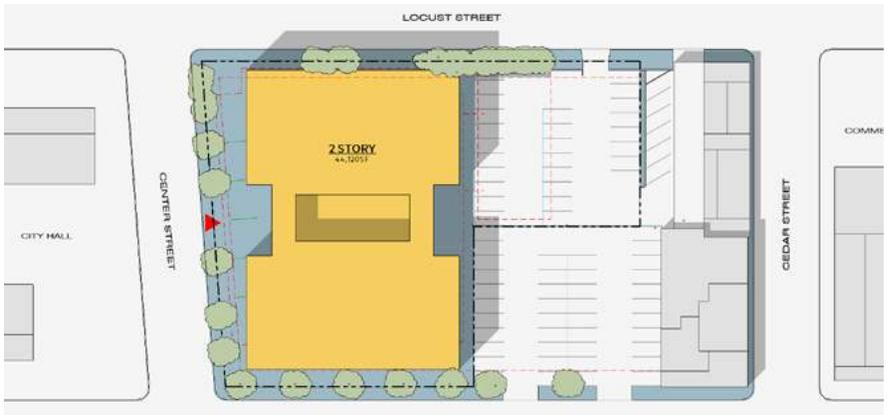
- STUDY
- DOWNTOWN LIBRARY
- SITE EVALUATION
- MULTIPLE OPTIONS

**PROJECT INFORMATION**

Location: Santa Cruz, CA  
 Client: City of Santa Cruz  
 Dates: June 2017 - Jan 2018  
 Contact: Susan Nemitz  
 Library Director  
 nemitzs@santacruzpl.org  
 (831) 427-7706 ext. 7611

**SANTA CRUZ DOWNTOWN LIBRARY STUDY**

The City of Santa Cruz hired Noll & Tam to study the options for renovating, rebuilding or moving their Downtown Library, which serves the entire region. The current building is aged, deteriorated, and struggles to provide contemporary services for its community. We evaluated the existing building programmatically and structurally and assessed the cost of renovating it to meet current needs. We also developed site and design criteria which were used to evaluate a number of options for relocation of the library. The new building program we developed with library facilities consultant Penny Hummel will be the foundation when the City determines which option to move forward with.







### KEY FEATURES

- NEW CONSTRUCTION
- COMMUNITY CENTER
- MULTI-GENERATIONAL
- COMMUNITY PROCESS

### PROJECT INFORMATION

Location: Los Altos, CA

Client: City of Los Altos

Dates: Sept 2017 - current

Contact: Chris Lamm

former Engineering Service  
 Manager for City of Los Altos/  
 currently at City of Menlo Park  
 ctlamm@menlopark.org  
 (650) 330-6741

## LOS ALTOS COMMUNITY CENTER

Noll & Tam designed a new community center to meet the current multi-generational needs of Los Altos. After meetings with the City Council and the Project Task Force, our design for a new 25,000-square-foot building includes spaces for children, teens, and seniors. Flexible spaces indoors and out meet the City's budget, fit into the context and culture of Los Altos, and provide a place that will foster a sense of community now and into the future. The project is currently in construction.





## KEY FEATURES

- NEW CONSTRUCTION
- COMMUNITY CENTER WITH LIBRARY
- MULTIPLE CLIENT STAKEHOLDERS

## PROJECT INFORMATION

Location: Hayward, CA

Client: Alameda County GSA

Dates: Sept 2011 - present

Contact: Monty Boyd  
Senior Project Manager  
GSA – Capital Programs  
Monty.Boyd@acgov.org  
(510) 272-3753

## CHERRYLAND COMMUNITY CENTER

Noll & Tam worked with the Alameda County Redevelopment Agency and Hayward Area Recreation and Park District (HARD) to program and design a new community center in the unincorporated community of Cherryland, a historically underserved area in Alameda County near San Leandro. We explored several site locations and building size options in the concept design phase, with the goal of identifying the best option for the community center. We facilitated multiple community workshops and steering committee meetings that helped to develop a wish list and priorities for the new 18,500 SF center. The project is schedule to complete construction at the end of 2020.





## ANTIOCH COMMUNITY CENTER

Noll & Tam was the prime architect for a new 35,000 SF recreation facility in the City of Antioch. Working collaboratively with The Sports Management Group (TSMG), we explored many options for a community building. The multi-use gymnasium is a primary component to the facility and is intended to generate revenue. The program also includes a community hall and classrooms that can be configured into one large room or smaller rooms using operable partitions. The project's goals include taking advantage of indoor-outdoor relationships and incorporating many sustainable features. The building's design features a strong connection to the existing hills and is sited so that the west and east glazing is minimized, and the south entry elevation is properly shaded with sunscreens and trees.

### KEY FEATURES

- COMMUNITY CENTER WITH LIBRARY
- NEW CONSTRUCTION
- FLEXIBLE SPACES
- RHAA AS LANDSCAPE ARCHITECTS

### PROJECT INFORMATION

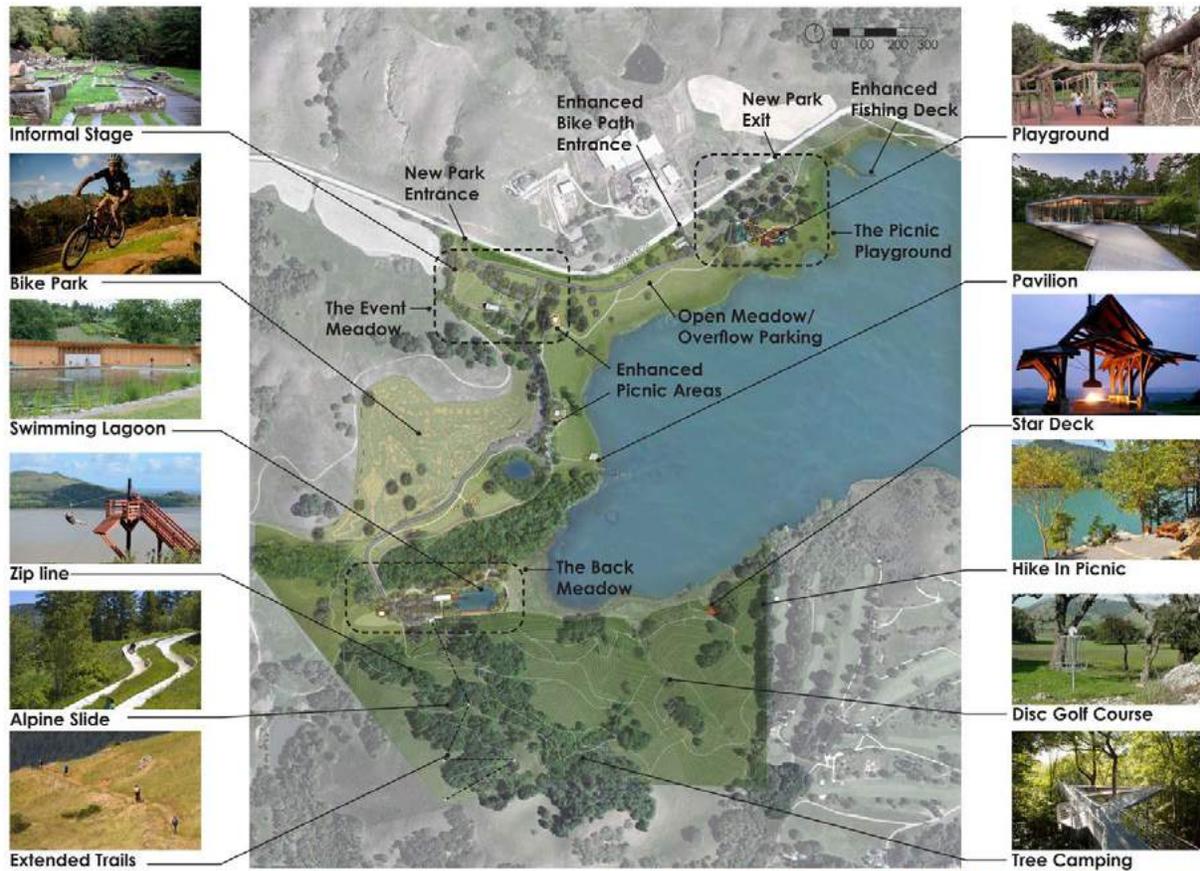
Location: Antioch, CA

Client: City of Antioch

Dates: Nov 2007 - Nov 2010

Contact: Lonnie Karste  
(formerly with City of Antioch)  
Principal, Karste Consulting, Inc.  
karsteconsult@sbcglobal.net  
(925) 382-9467





PRELIMINARY MASTER PLAN - OVERVIEW

NOVATO, CALIFORNIA | 139 ACRES

# Stafford Lake Master Plan

On behalf of Marin County Parks, RHA A prepared a master plan for Stafford Lake Park, a 139-acre regional park three miles west of Novato. Considered one of the county's flagship facilities, the park features picnic and event space, fishing, open lawn, disc golf, and other recreational facilities. RHA A was tasked with taking a fresh look at the park's visioning, expanding upon the park's inherent qualities while adding programmatic, recreational, and environmental value for the park's growing and evolving demographics. Working with the County, RHA A conducted extensive community outreach to develop a comprehensive master plan that will improve connectivity, expand programmatic opportunities, and explore innovative elements to enhance park users' experience.

**Project Timeline:**

Completion Date: 12/20/2019

**Project Cost:**

Construction Cost: \$207,265

**Client Reference:**

Name: Nancy Peake

Title: Senior Landscape Architect

Company: City and County of Marin

Address: 3501 Civic Center Drive, Rm 417

San Rafael, CA 94903

Email: npeake@marincounty.org



SANTA ROSA, CALIFORNIA | 54,450 SF

# Sonoma Academy

RHAA worked with WRNS architects, Sherwood Design Engineers and Integral Group to develop a new Grange building, Theater, and productive teaching gardens and orchard at Sonoma Academy in Santa Rosa, a renowned private college preparatory high school. The 34-acre campus is surrounded by over 1,000 acres of preserved open space at the foot of Taylor Mountain. The new Grange building program includes a flexible indoor-outdoor cafeteria space, maker spaces, and administration offices. The building is a LEED project, a certified Living Building Challenge, and a pilot International WELL Building Institute project. The project has an ecologically designed landscape and green roof and includes productive edible gardens to support learning and health.

**Project Timeline:**

Design: 2015 — 2016  
Construction: 2016 — 2018

**Project Cost:**

Construction Cost: \$20,237,434  
Design Fee: \$1,348,840

**Client Reference:**

Derise Hogle  
Director of Finance & Operations  
Sonoma Academy  
derise.hogle@sonomaacademy.org  
707.636.2462

# EXHIBIT B - Revised Budget San Rafael Public Library & Community Center Conceptual Design Study

<b>Project Tasks</b>	<b>Estimated Total Noll &amp; Tam Hours</b>	<b>N&amp;T Fee Per Task</b>	<b>Estimated Total RHAA Hours</b>	<b>RHAA Fee Per Task</b>	<b>tdb fee for Task</b>	<b>Total Hours</b>	<b>Total Fee per Task</b>
Review Documentation & Develop Base Plans	9	\$1,415				9	\$1,415
Preliminary Brainstorming	20	\$3,620	4	\$1,078		24	\$4,698
Preliminary Alternatives	22	\$3,670	32	\$7,040		54	\$10,710
Development of Alternatives	26	\$4,390				26	\$4,390
Development of Selected Alternative	41	\$5,900	40	\$8,360		81	\$14,260
1 Site Visit	2.5	\$498	3	\$710		5.5	\$1,208
4 Meetings with Working Group (2hr virtual mtgs)	24	\$4,760	5.5	\$1,510		29.5	\$6,270
1 Staff workshop (2hr virtual mtgs)	6	\$1,190	1.5	\$421		7.5	\$1,611
Presentation Materials: Site Plan, Floor Plans, Sections, Elevations	42	\$6,580				42	\$6,580
Presentation Materials: Three (3) Renderings	43	\$6,715				43	\$6,715
City Council Presentation	9	\$1,785				9	\$1,785
Conceptual Design Cost Estimate	8	\$1,320			\$12,650	8	\$13,970
Project Management	10	\$1,635	3	\$798		13	\$2,433
Documentation of Process: Designs, Meeting Notes	24	\$3,880				24	\$3,880
	286.5	\$47,358	89	\$19,916		375.5	\$79,924
<b>Reimbursable Expenses</b>							\$2,000
<b>Total</b>							\$81,924

## Assumptions

The scope of work is limited to the tasks listed above.

Fees include meetings and presentations as shown. Additional meetings will be considered extra services.

Fees include submittals as shown. Additional submittals will be considered extra services. Fees assume a single phase of project documentation.



**Agenda Item No: 6.a**  
**Meeting Date: January 19, 2021**

**SAN RAFAEL CITY COUNCIL AGENDA REPORT**

**Department: City Manager**

**Prepared by: Cristine Alilovich,**  
**Assistant City Manager**

**City Manager Approval:** \_\_\_\_\_ 

**TOPIC: TEMPORARY MORATORIUM ON CERTAIN RENT INCREASES**

**SUBJECT: URGENCY ORDINANCE ENACTING A TEMPORARY MORATORIUM ON RENT INCREASES FOR TENANTS RESIDING IN CERTAIN RESIDENTIAL UNITS AND IN U.S. CENSUS TRACTS MOST DISPROPORTIONATELY IMPACTED BY COVID-19 AND SETTING FORTH THE FACTS CONSTITUTING SUCH URGENCY**

**RECOMMENDATION:**

Adopt an urgency ordinance enacting a temporary moratorium on rent increases for tenants residing in certain residential units and in census tracts most disproportionately impacted by COVID-19 and setting forth the facts constituting such urgency.

**EXECUTIVE SUMMARY:**

The proposed urgency ordinance would temporarily prohibit rent increases for tenants residing in certain residential units and in specific census tracts in San Rafael in order to support the long-term recovery of those most disproportionately impacted by COVID-19, lower the risk of displacement through eviction, and to limit the accumulation of debt related to COVID-19. The temporary prohibition on rent increases (i.e., rent freeze) would take effect and would expire on December 31, 2021.

**BACKGROUND:**

The County of Marin passed a resolution that implemented a countywide eviction moratorium that was in effect from March 27, 2020 through September 30, 2020. The resolution specified that landlords could not recover possession of a rental unit if the tenant provided notice to the landlord that they were unable to pay within 30 days after the date that rent was due because of financial impacts related to COVID-19.

Then on August 31, 2020 the State passed AB 3088, which established a statewide eviction moratorium that is set to expire on January 31, 2021. Both the County and State eviction moratoriums are limited to evictions based on non-payment of rent due to COVID-19 and do not prohibit other types of evictions.

\_\_\_\_\_ **FOR CITY CLERK ONLY**

**File No.:** \_\_\_\_\_

**Council Meeting:** \_\_\_\_\_

**Disposition:** \_\_\_\_\_

In August 2020, a coalition of community organizations representing health, education, and non-profit sectors came together to encourage swift and bold action by policy makers and to specifically address the economic and public health crises facing the Canal neighborhood in San Rafael.

In September 2020, City and County elected officials and staff joined representatives from the Canal Alliance, Community Action Marin, and Legal Aid of Marin to form the Canal Policy Working Group (CPWG). This group was formed to work collaboratively on the development of a range of actions aimed at keeping residents in their homes and addressing the growing burden of rental debt. The CPWG has been working urgently towards a path to recovery that puts equity front and center, for residents, businesses, and landlords alike. The Canal Policy Working Group quickly identified housing instability as the most critical issue facing the community.

On November 2, 2020, City Council adopted [Resolution 14867](#), which recognized the disproportionate impact that COVID-19 has had on historically marginalized and under-resourced communities of color in Marin County and committed to pursuing bold, collaborative solutions to address this crisis. The resolution also articulated the City Council's commitment to protect housing for our essential workers and to preserve the ability for many community members to stay in their homes in San Rafael. On November 3, the Marin County Board of Supervisors adopted [a matching resolution](#).

The State legislature is currently considering a new bill, AB 15, which would extend the statewide eviction moratorium through the end of 2021 and would prohibit late fees on rent owed during this period. Additionally, the State is considering a second bill, AB 16, which would provide funding and a framework for disbursing rental assistance. The City sent a letter of support to both Senator Mike McGuire and Assembly member Mark Levine, urging them to vote yes on AB 15 and 16. The California State legislature returned to session on January 11, 2021. However, the upcoming expiration of AB 3088 on January 31, 2021 has created uncertainty for tenants and our community partners are warning that without reassurance at the local level that eviction protections will stay in place, some residents will choose to self-evict. Self-evictions result in negative outcomes for the community at large; landlords suffer financial losses due to the property's vacancy and residents of the community may choose to leave San Rafael due to financial hardship.

In December 2020, the County, with the support of city staff, began disbursing \$2.8 million in rental assistance funding. Approximately half of the \$2.8 million was allocated from emergency Community Development Block Grant (CDBG) funding with the remaining funds provided by the Marin Community Foundation. This is in addition to the \$2.9 million in rental assistance that was disbursed in April and May of 2020, of which the City of San Rafael received 46%. County and City staff are working together to ensure that the current round of funding is disbursed by January 28<sup>th</sup>. Of the rental assistance requests processed by the County since December, approximately 57% are San Rafael residents.

Tables 1 and 2 show detail on sources and distribution of the rental assistance funding for the program. Table 3 provides a breakdown of the number of households that have received/will receive rental assistance through the above-mentioned County program

**Table 1: Rental Assistance Funding Sources**

	<b>CDBG Funding</b>	<b>MCF Funding</b>	<b>County Funding</b>	<b>Total Available</b>
<b>Rental Assistance Distributed in April and May</b>	\$900,000	\$1,000,000	\$1,000,000	\$2,900,000
<b>Current Round of Rental Assistance</b>	\$1,343,246	\$1,500,000		\$2,843,246
<b>Total Funding</b>	\$2,243,246	\$2,500,000	\$1,000,000	\$5,743,246

**Table 2: Rental Assistance Funding Distribution**

	<b>Total Disbursed Countywide</b>	<b>San Rafael Total Received</b>	<b>Percentage</b>
<b>Rental Assistance Disbursed in April and May</b>	\$2,900,000	\$1,329,209	46%
<b>Current Round of Rental Assistance</b>	Underway	Underway	

**Table 3: Number of Households Receiving County Rental Assistance<sup>1</sup>**

	<b>Total - Countywide</b>	<b>San Rafael Residents</b>
<b>Rental Assistance Disbursed in April and May:</b> Total households that received assistance	1,476	596
<b>Current Round of Rental Assistance:</b> Includes those who have received assistance and those who have been processed by the County and are waiting for funds	383	218
<b>Waiting to be Processed</b>	1,537	Not yet available

Additionally, the County has a second program, the COVID-19 Positive Disaster Relief program, that provides resources to lower income residents who are either presumed or confirmed COVID-19 positive in order to reduce the spread of COVID-19 in our community. The program provides direct payments as well as food to help low-income tenants stay home during their time of quarantine and slow community transmission. The direct payments are to be used for rent, food, and other critical expenses. As of January 12, 2021, the County has distributed over \$1.6 million in direct payments, serving 1,265 Marin County residents with an average relief payment of about \$1,300. They have also provided food to 3,005 residents in order to support them during their period of isolation and quarantine.

On January 12, 2021, the County Board of Supervisors reinstated the [local eviction moratorium](#) to become effective on February 1, 2021. This countywide moratorium prohibits evictions based on non-

<sup>1</sup> This data is as of the morning of January 8, 2021. The numbers for the current round of rental assistance and those waiting to be processed are changing daily.

payment of rent due to COVID-related financial impacts and prohibits property owners from charging late fees on rent owed in this period. It will be effective through June 30, 2021, unless superseded by local action, or state or federal law. If AB 15 passes, the County will evaluate how that law impacts the local countywide eviction moratorium.

**ANALYSIS:**

Approximately 10,700 households in Marin are at imminent risk of displacement and/or eviction, with an estimated 8,270 children living in those households. Attachment 2 provides additional data on the eviction risk, rent burdens, and equity measures in Marin County. In addition to the threat of eviction, many households are facing an overwhelming accumulation of rental debt due to pandemic-related job and income loss. Based on the applications for rental assistance received by the County since December, it is clear that a high percentage of those facing this crisis live within San Rafael, and specifically the Canal neighborhood. In normal times, it is very difficult to gather data on evictions because most evictions take place informally, without being processed through the courts. During the pandemic, this has been especially true.

With employment and income decreasing over the course of the pandemic, any rent increase compounds the accumulated debt which renters that have been disproportionately impacted by COVID-19 face. As of October 15, 2020, unemployment rates for low wage earners in Marin have increased more than 40% since the beginning of the year.<sup>2</sup> National trends further show those that are still employed are experiencing wage stagnation and even declines in income.<sup>3</sup> Even before the crisis, 52.3% of renter households in Marin paid more than 30% of their income towards rent, and 27.7% paid more than 50%.<sup>4</sup> These households were rent burdened before the COVID-19 pandemic, and now are facing rent increases that they cannot afford, putting them at further risk of falling behind financially and possible future eviction if they cannot return to work.

While the countywide eviction moratorium which goes into effect on February 1, 2021 is critical to keeping residents housed, it does not address the growing burden of rental debt that tenants, particularly low-income tenants, are facing. To provide relief beyond the moratorium, the City is proposing a ‘rent freeze’ through the end of 2021 in San Rafael census tracts with high housing instability and that have been disproportionately impacted by COVID-19. The goal of this action is to limit the accumulation of debt and to support the long-term recovery of these historically marginalized communities.

Currently, rent increases in Marin are limited by the California Tenant Protection Act of 2019 (“AB 1482”). AB 1482 establishes a statewide rent cap on certain residential units which is set at 5% plus a Cost-of-Living-Adjustment (COLA) based on regional CPI through 2025. In Marin, this figure is currently 6.1% (5% base + 1.1% CPI), meaning that rent cannot be increased by more than 6.1% within the calendar year on residential units subject to the AB 1482.<sup>5</sup> Table 4 shows the average monthly increase that households in San Rafael could expect to experience with current statewide rent restrictions. For a household that is experiencing declining employment, declining or no income, and a growing burden of debt, any rent increase would make financial recovery even more difficult.

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<sup>2</sup> <https://tracktherecovery.org/>

<sup>3</sup> [https://bfi.uchicago.edu/wp-content/uploads/BFI\\_WP\\_202058-1.pdf](https://bfi.uchicago.edu/wp-content/uploads/BFI_WP_202058-1.pdf)

<sup>4</sup> [2018 American Community Survey](#).

<sup>5</sup> AB 1482’s statewide rent cap applies to residential units in multifamily properties constructed more than 15 years ago (this is a rolling date meaning units built in 2006 are covered by AB 1482 in 2021, units built in 2007 would be covered in 2022, and so on); duplexes if the owner does not live in either unit; units in condominiums and single family homes if they are owned by a corporation or REIT; and units in which the tenant has resided for one year or more.

**Table 4: Average Monthly Rents and Allowable Rent Increases Under Current Laws**

	Monthly Rent	Allowable increase under current laws (6.1%)
Average Cost of One Bedroom Apartment in San Rafael	\$2,470 a month	\$2,620.67 a month A monthly increase of \$150.67
Average Cost of Two Bedroom Apartment in San Rafael	\$3,110 a month	\$3,299.71 a month A monthly increase of \$189.71

City Staff, in collaboration with the CPWG, have been considering holistic solutions that not only address the rental debt burden of tenants who have been most disproportionately affected by COVID-19, but also the needs of the local landlords and helping to mitigate the impacts they face. Over the past weeks, staff have met with local property owners to discuss the proposed policy options and to solicit their input.

The City recognizes the burden placed upon local property owners and are advocating to secure additional support for them. The rental assistance provided through the CDBG and Marin Community Foundation funding is targeted at supporting tenants in greatest need; it also provides financial relief to landlords as the payments are made directly to the property owner. Additionally, as mentioned above, the State is considering adopting AB 16, which would secure additional financial assistance for tenants and property owners.

On January 6, Governor Newsom announced plans to quickly and accountably deploy \$2.6 billion in federal rental assistance, with Marin County expected to receive an estimated \$7.7 million of that funding. At the local level, the County has cancelled tax penalties for qualifying small businesses, including property owners, allowing them to delay tax payments into 2021.

Based on this analysis, the City is proposing the adoption of an urgency ordinance that would establish a temporary rent freeze in census tracts that have been most disproportionately impacted by COVID-19 and that have the greatest level of housing instability (see Attachment 1). The ordinance would take effect on February 1, 2021 and would expire on December 31, 2021. In addition, per the Costa Hawkins Rental Housing Act of 1995, the rent freeze would not apply to single family homes, properties containing only one or two units, accessory dwelling units, and units for which an initial certificate of occupancy was dated on or after February 1, 1995.

Because the City already has rent control in place for all mobile homes within the City pursuant to Title 20 of the San Rafael Municipal Code, the rent freeze would not apply to mobile homes, which are already protected from drastic rent increases. All mobile homes within the City were recently subject to a rent increase pursuant to Title 20 and the procedures for increases in rent of Title 20. Because of this, tenants of mobile homes may not have their rent increased again, in any amount, prior to 2022 and are thus already protected in the same manner that the proposed Ordinance protects eligible rental units.

The proposed rent freeze would be applied only in two census tracts in San Rafael (1122.01 and 1122.02), which make up the Canal neighborhood. To make this determination, staff utilized the same indicators that were used by the County to determine the allocation of the recent round of CDBG rental assistance; those factors are those census tracts with the highest rates of COVID-19 and the highest

rates of overcrowding. Per the U.S. Department of Housing and Urban Development, which administers CDBG funding, this round of CDBG funding was to be allocated based on public health need, COVID-19 risk and case rates, economic and housing market disruptions, and other factors. The County chose to use COVID-19 case rates and overcrowding indicators as measures of COVID-19 impact and housing market instability in allocating CDBG funding.

In San Rafael, only census tracts 1122.01 and 1122.02 are in the top 10% of Marin census tracts in terms of COVID-19 case rates *and* in the top 10% in terms of overcrowding. According to Marin Health and Human Services data, census tract 1122.02 has more than an 8% COVID-19 positivity rate and census tract 1122.01 has a 15.35% positivity rate, compared to a 3% positivity rate Countywide. The 2018 U.S. Census American Community Survey shows that in these two census tracts more than 25% of renters live in overcrowded housing, while only 5% of renter households Countywide are considered overcrowded. Overcrowded households are more likely to include individuals who are essential workers which cannot be perform their jobs remotely, increasing the likelihood of COVID-19 exposure. High overcrowding rates also indicate that additional income streams are required to sustain a household's rental costs, putting them at greater risk of housing instability should income be reduced. The [California Healthy Places Index](#) further ranks these two census tracts in the bottom tenth percentile statewide in terms of the percentage of low-income renters who pay more than 50% of their income on housing costs. Additionally, [the California Fair Housing Task Force](#) has identified that both census tracts are at risk of further segregation and concentration of poverty.

The combination of overcrowded housing, occupations that can only be performed in person, and increase risk of displacement creates a vicious cycle where overcrowded households are at increased risk for COVID-19 exposure, are financially unable to respond to the quarantine requirements if exposed, and are more likely to be displaced to a situation at even greater risk of COVID-19 exposure. Based on these factors, staff have determined that the two Canal census tracts (1122.01 and 1122.02) have been disproportionately impacted by COVID-19 and are at greatest risk for housing instability. The proposed rent freeze provides targeted support to these tracts, which are detailed in the map provided as Attachment 3.

While the rent freeze would not apply to areas of the City outside of the Canal neighborhood, all San Rafael renters would still have access to a suite of additional renter protections. These protections include the recently adopted Countywide eviction moratorium which extends until June 30, 2021; a statewide rent cap of 5% + CPI (which would limit current rent increases in Marin to 6.1%); rental assistance provided through County, State and federal funding sources; and long-term rent cap policies established for mobile homes in San Rafael.

#### Enforcement

Enforcement of the proposed rent freeze will be relatively straightforward, as any rent increase in the affected census tracts would be considered a violation of the ordinance. Legal Aid of Marin would serve as the first point of contact for tenants that believe their rent has been illegally increased. If the urgency ordinance is approved, the City of San Rafael will provide Legal Aid of Marin with a database/tool to help determine whether a tenant is in a census tract that is covered by the rent freeze or not.

#### Right to Fair Return

The proposed urgency ordinance includes a provision for a "fair return" hearing, which allows a landlord to petition the City for a rent increase, despite the rent freeze, on the grounds that the increase is needed to allow the landlord a fair and reasonable rate of return. This provision is included because the City's denial of such a fair and reasonable return on investment would constitute an unconstitutional taking of property requiring compensation. The ordinance provides that the landlord's petition would be heard by a hearing officer appointed by the City Manager, and the landlord would have the burden to present

evidence demonstrating that the increase is necessary to provide the landlord with a fair rate of return. The ordinance provides that the hearing officer's decision would be final, subject only to challenge in court. The ordinance also provides that the City Council delegates to the City Manager the authority to establish the specific policies and procedures implementing the fair return hearing petition process.

**Conclusion**

If adopted, this urgency ordinance would provide tenants in the Canal neighborhood with a measure of needed financial relief. However, it is important that this action is viewed in the broader context of complementary actions that are being taken at the County, State, and Federal levels, as well as to recognize that more will be needed to address the crisis facing those most impacted by COVID-19. In addition, it is important to note that the intention of this action is to provide temporary relief to those most disproportionately impacted by COVID-19, from a public health perspective, as well as economic.

City staff will continue to evaluate the needs of both renters and property owners and provide the City Council with an update prior to the proposed expiration of the rent freeze. The proposed rent freeze is just an initial step along the path to recovery. The City will continue to work with our partners in the CPWG to support the long-term recovery and resilience of our community and will continue to pursue additional policy and program solutions. The next step in our work will be to evaluate the specifics of the laws if both AB15 and AB16 are passed in order to determine how that impacts our local policies.

The proposed ordinance would be adopted as an urgency ordinance under Government Code section 36937(b). Ordinarily, to adopt a City ordinance, the City Council would introduce the ordinance and hold a public hearing, and then schedule the final adoption for a second meeting, with publication of a summary of the ordinance in between. The ordinance would not go into effect until 30 days after the final adoption. As an urgency ordinance however, the proposed ordinance would be adopted in a single meeting and could become effective immediately, if it is approved by 4/5 of the Council members. In this case, instead of taking immediate effect upon adoption, the urgency ordinance provides that it will go into effect on February 1, 2021, after the expiration of AB 3088. In order to be adopted under section 36937(b), the ordinance must include findings explaining that the urgency ordinance is necessary to protect the public peace, health or safety. The ordinance includes these findings which mirror the analysis described in the staff report and generally establish that residents of certain census tracts in the City have been disproportionately impacted by COVID-19 and are subject to greater risks of housing instability, displacement, debt, and health risks related to higher rates of COVID-19.

**COMMUNITY OUTREACH:**

Through the Canal Policy Working Group meetings, staff have met with the Canal Alliance, Community Action Marin, and Legal Aid of Marin since September to better understand the needs of the community and to develop collaborative actions that support those disproportionately impacted by COVID-19. On January 4, 2021, community leaders sent a letter to City and County officials summarizing the policy actions they are advocating for into the following: 1. Extend and expand eviction protections through 2021, including preventing evictions except for health and safety reasons; and 2. Freeze rents countywide; hold rents and eliminate late charges and other surcharges through 2021. The full letter is included in Attachment 4.

During the November 2, 2020 City Council meeting, where the adoption of Resolution 14867 was being considered, numerous residents voiced their support for emergency policies that provided additional renter protections, including a rent freeze. Additionally, during the December 18, 2020 City Council meeting, Councilmembers heard from residents sharing stories of housing instability and advocating for emergency eviction and rental protections.

On December 22, 2020, a community meeting was held with property owners and property management stakeholders who, including representatives from the Marin Rental Property Association, the California Apartment Association, the Marin Organizing Committee, and the Community Land Trust Association of West Marin. They shared their concerns that they are bearing the burden of subsidizing tenant debt and they are worried about significant debt accumulation among their renters. This debt accumulation impacts both the tenants' ability to recover from the pandemic and the financial viability of the property owner. Many of the property owners shared that they themselves are not currently raising rents in their properties, recognizing the financial strain that would put on their tenants. They also noted the complexity and burden placed on small property owners of trying to navigate the various levels of housing policy. The property owners emphasized the need for financial support, particularly for small landlords, as well as the importance of keeping the policies simple, consistent at local and state levels, and easy to implement. They noted their perspective that is critically important that there be a clear end date for any eviction moratorium and/ or rent protection policies.

In addition, messaging regarding this urgency ordinance has been included in the City's Social Media (Twitter, Facebook, Nextdoor, Instagram). All outreach materials and online announcements were written to emphasize readability and to increase accuracy of translation available through Google Translate on all websites created by staff.

A courtesy notice (Attachment 5) of this public meeting was mailed to stakeholders, agencies, and special interest groups prior to this meeting. Those noticed included, among others, all neighborhood and homeowner associations within the two US Census Tracts 1122.01 and 1122.02, groups and organizations representing property owners, housing advocacy groups, and the San Rafael Chamber of Commerce. Further, during the process of assessing and vetting the potential moratorium for a rent freeze, staff held a number of meetings with the various stakeholders participating in this process.

In addition, information regarding the City's efforts, in collaboration with the Canal Policy Work Group (CPWG), to support those most disproportionately impacted by COVID-19 can be found on the City's website, at <https://www.cityofsanrafael.org/supporting-those-most-disproportionately-impacted-by-covid-19/>.

**FISCAL IMPACT:**

There is no immediate financial impact to the City's budget.

**OPTIONS:**

The City Council has the following options to consider on this matter:

1. Staff's recommended action approve urgency rent freeze ordinance.
2. Adopt resolution with modifications.
3. Direct staff to return with more information.
4. Take no action.

**RECOMMENDED ACTION:**

Adopt, by 4/5 vote, an urgency ordinance enacting a temporary moratorium on rent increases for tenants residing in certain rental units and in specific census tracts most disproportionately impacted by COVID-19 and setting forth the facts constituting such urgency.

**ATTACHMENTS:**

1. Urgency Ordinance enacting a temporary moratorium on rent increases in certain San Rafael census tracts

2. A Crisis Deferred COVID-19 Evictions
3. San Rafael Temporary Rent Freeze Map
4. Open Letter re: Canal Policy Working Group and Pandemic Relief, January 4, 2021
5. Public Notice of Urgency Ordinance for Residential Rent Freeze
6. Correspondence

**ORDINANCE NO.**

**AN URGENCY ORDINANCE OF THE CITY  
COUNCIL OF THE CITY OF SAN RAFAEL  
ENACTING A TEMPORARY MORATORIUM ON  
RENT INCREASES FOR TENANTS RESIDING IN  
CERTAIN RESIDENTIAL UNITS AND IN U.S  
CENSUS TRACTS MOST DISPROPORTIONATELY  
IMPACTED BY COVID-19 AND SETTING FORTH  
THE FACTS CONSTITUTING SUCH URGENCY**

WHEREAS, there is a widespread, ongoing global outbreak of respiratory illness known as COVID-19 that can be spread from person-to-person, and on February 26, 2020, community transmission was confirmed by the Centers for Disease Control and Prevention (CDC) in the Bay Area; and

WHEREAS, on March 4, 2020, California Governor Newsom declared a state of emergency in the State of California on March 4, 2020; and

WHEREAS, on March 16, 2020, a Shelter in Place Order for all of Marin County was issued by the Marin County Health Officer; and

WHEREAS, these conditions are likely to be beyond the control of the services, personnel, equipment, and facilities of the City of San Rafael; and that the aforesaid conditions of peril to the safety of persons and property warrant and necessitate the proclamation of the existence of a local emergency; and

WHEREAS, the City Council hereby finds that the above-described conditions of extreme peril did warrant and necessitate the proclamation of the existence of a local emergency in the City of San Rafael; and

WHEREAS, on March 17, 2020, the City Council ratified and confirmed the Proclamation of Local Emergency; and

WHEREAS, the COVID-19 pandemic has disproportionately impacted our historically marginalized and under-resourced communities of color, and whose contributions are critical to the success of our local and regional economies as they are clients to our local businesses, and are members of the essential workforce; and

WHEREAS, the disproportionate impacts of COVID-19 have only reaffirmed the racial inequalities that exist in our County and have highlighted the urgent need to pursue bold, collaborative solutions that place equity at the forefront of our actions; and

WHEREAS, this Ordinance is a temporary moratorium intended to promote stability and fairness within the residential rental market in the City during the COVID-19 pandemic, and to prevent avoidable homelessness by temporarily preventing rent increases that would increase financial instability for thousands of individuals and families struggling during this time to pay their bills and feed their families due to being out of work, thereby serving the public peace, health, safety, and public welfare; and

WHEREAS, displacement through eviction creates undue hardship for tenants through additional relocation costs, stress and anxiety, and the threat of homelessness due to the lack of alternative housing, which could lead to increases in health issues (including COVID-19 infection), exacerbation of existing health issues, and increase in risk of earlier death; and

WHEREAS, the City Council and City staff have found that certain geographic locations, specifically two census tracts (1122.01 and 1122.02) in the Canal neighborhood have been disproportionately impacted by COVID-19; and

WHEREAS, such geographic locations have suffered and continue to suffer disproportionate impacts from COVID-19, which have materialized in higher risk of COVID-19 transmission and number of cases compared to the national average, and higher risk of economic and housing instability as compared to the remainder of the City; and

WHEREAS, the Coronavirus Aid, Relief, and Economic Security Act (“CARES Act”) signed into law on March 27, 2020, appropriated \$5 billion in additional Community Development Block Grant (CDBG) Program funding to state and local governments; and

WHEREAS, the CARES Act directs the Department of Housing and Urban Development (“HUD”) to administer these funds pursuant to Section 106 of the Housing and Community Development Act of 1974 (42 U.S.C. 5306). This provision calls for HUD to allocate the supplemental funds to CDBG grantees—including eligible local governments, states, and insular areas—proportional to their conventional Fiscal Year 2020 CDBG allocation, as published by HUD in April 2020; and

WHEREAS, CARES Act funding is intended to prevent, prepare for, and respond to the COVID-19 based on public health needs, risk of transmission, number of cases compared to the national average, and economic and housing market disruptions; and

WHEREAS, HUD has provided clear direction that the CARES Act funding be allocated based on public health need, risk of transmission of coronavirus, number of coronavirus cases compared to the national average, and economic and housing market disruptions, and other factors, as determined by the Secretary; and

WHEREAS, in reliance on this HUD directive, the County of Marin developed an adjusted allocation methodology for CARES Act funding disbursements based on U.S. Census Tract data in which COVID-19 cases are proven most prevalent; and

WHEREAS, data on COVID-19 cases, supplied by the County of Marin Health and Human Services (HHS), and data on overcrowding, gathered from the U.S. Census American Community Survey, were utilized to determine the communities with the greatest risk for coronavirus transmission; additionally, data from HUD’s CHAS/Consolidated Plan tool were utilized to determine the percentage of low-income households in each community, in line with the use of HUD dollars to be used for low-income individuals and households, who make below 80% of the area median income.

WHEREAS, the above described data resulted in a CARES Act allocation within the County of Marin as follows:

- San Rafael: 52.7%, \$943,853.84
- Novato: 27.1%, \$485,359.37
- County Other: 20.2%, \$361,780.79; and

WHEREAS, in allocating CARES Act funding, the County of Marin relied upon data from the Marin County Health and Human Services regarding COVID-19 positivity rates, and relied upon U.S. Census American Community Survey 2018 5-year estimates regarding rates of overcrowding; and

WHEREAS, this data showed that two U.S. Census Tracts within the City of San Rafael have suffered the most disproportionately high rates of COVID-19 positivity since March 2020, and are statistically more overcrowded than other Census Tracts within the County of Marin as detailed below:

Name	Percent of population tested COVID+
Census Tract 1122.02: San Rafael: Canal	8.70%
Census Tract 1122.01: San Rafael: Canal	15.35%
Countywide Percent	3.12%

	Renter occupied units with more than 1 occupant per room
Census Tract 1122.01, Marin, CA	66.67%
Census Tract 1122.02, Marin, CA	27.51%
Countywide	5.12%

WHEREAS, overcrowded households are also more likely to include individuals with lower wage occupations which cannot be performed remotely, increasing the likelihood of COVID-19 exposure; and

WHEREAS, to limit the exponential spread of COVID-19, County Public Health

Guidelines require any individual testing positive or coming into contact with someone who has tested positive to quarantine for at least ten (10) days, and due to these Public Health requirements individuals and entire households may be required to quarantine, thereby losing income; and

WHEREAS, the California Fair Housing Task Force (the “Task Force”), established by the State of California Department of Housing and Community Development was established to provide research, evidence-based policy recommendations, and other strategic recommendations to HCD and other related state agencies/departments to further the fair housing goals (as defined by HCD); and

WHEREAS, the Task Force has determined that certain geographic locations and U.S. Census Tracts within the City are at risk of further segregation and concentration of poverty, and in reliance on such facts, the Task Force created opportunity maps to identify areas of every region of the State whose characteristics have been shown by research to support positive economic, education, and health outcomes for low-income families, particularly long-term outcomes for children (<https://belonging.berkeley.edu/2021-tcac-opportunity-map>); and

WHEREAS, one of these Census Tracts has been identified as Low Resource opportunity category (Census Tract 1122.02) and one of these Census Tracts has been identified as High Segregation and Poverty opportunity category (Census Tract 1122.01) (<https://belonging.berkeley.edu/2021-tcac-opportunity-map>); and

WHEREAS, the Healthy Places Index (HPI), developed by the Public Health Alliance of Southern California, tracks 25 separate indicators of community health and wellbeing, including five indicators related to housing; and

WHEREAS, according to the HPI, Census Tracts 1122.01 and 1122.02 are in the bottom 10<sup>th</sup> percentile of census tracts statewide in terms of renters that spend more than 50% of their income on housing costs, while the City of San Rafael as a whole is in the 29<sup>th</sup> percentile; and

WHEREAS, Census Tracts 1122.01 and 1122.02 are also amongst those identified for CARES Act allocations; and

WHEREAS, this combination of overcrowded housing, occupations that can only be performed in person, and increase risk of displacement creates a vicious cycle where overcrowded households are at increased risk for COVID-19 exposure, are financially unable to respond to the quarantine requirements if exposed, and are more likely to be displaced to a situation at even greater risk of COVID-19 exposure; and

WHEREAS, the City has found and declares that while there are other Census Tracts in the City experiencing overcrowding and high rates of COVID-19, no other Census Tracts in the City are experiencing overcrowding, COVID-19 infection rates, financial instability and risk of displacement at the same rates and levels as Census Tracts 1122.01 and

1122.02; and

WHEREAS Census Tracts 1122.01 and 1122.02 have the highest rates of COVID-19 infections in all of San Rafael and have higher rates of COVID-19 infections than 90% of all Census Tracts in the County of Marin, placing these two Census Tracts in the top 10% of the entire County of Marin in terms of COVID-19 case rates and overcrowding; and

WHEREAS, in reliance on this data and so as to strike a balance between the economic stability of property owners and landlords within the City and the grave risks that residents of Census Tracts 1122.01 and 1122.02 face, the City finds that the rent freeze should apply only to Census Tracts 1122.01 and 1122.02 which are at the absolute highest risk of displacement, financial instability, and COVID-19 infection rates within the City; and

WHEREAS, the facts, research, and conclusions utilized by the Federal and State governments and the County of Marin as described more fully above, establish that poverty, overcrowding, and high COVID-19 infection rates in U.S. Census Tracts 1122.01 and 1122.02 have led and will continue to lead to disproportionate risks of displacement, COVID-19 infection rates, and financial and economic instability; and

WHEREAS, in reliance on this data and the facts establishing that residents of Census Tracts 1122.01 and 1122.02 are disproportionately at risk of displacement, debt, and contraction of the COVID-19 virus, the City finds and declares that there is an urgent risk to take measures to protect residents of these Census Tracts against further risk of displacement, debt, disease; and

WHEREAS, implementation of a complete rent freeze in these two vulnerable Census Tracts will reduce the likelihood of displacement, debt, and continued increases in COVID-19 positivity rates by limiting the accumulation of debt due to rent increases, thereby supporting the long-term recovery of these residents; and

WHEREAS, the City has previously adopted and implemented rent control upon mobilehomes located within the City pursuant to Title 20 (Mobilehome Rent Stabilization) of the San Rafael Municipal Code; and

WHEREAS, Title 20 protects homeowners and residents of mobilehomes from arbitrary, capricious and unreasonable rent increases while ensuring owners of mobilehome park properties receive a fair and reasonable return; and

WHEREAS, because Title 20 already provides those protections to homeowners and residents and mobilehomes that this Ordinance seeks to provide, the City Council finds and declares that this Ordinance need and shall not apply to mobilehomes already protected from unreasonable rent increases pursuant to Title 20; and

WHEREAS, for the reasons set forth herein, there is currently an urgent and imminent threat necessitating the immediate need to freeze rents in certain geographic locations but because the COVID-19 Tenant Relief Act of 2020 (enacted on August 31, 2020 as

AB 3088), prohibits cities from enacting any ordinance in response to the COVID-19 pandemic to protect tenants from eviction which would become effective prior to February 1, 2021, the City finds and declares that this Ordinance should become effective immediately on the earliest date allowed by the State of February 1, 2021; and

WHEREAS, this Ordinance will lower the risk of displacement of vulnerable populations, which is essential for public health, will keep tenants from falling even further behind during the state of emergency and will help tenants experiencing poverty and high segregation in good standing after the Ordinance expires; and

WHEREAS, so too will this Ordinance help ameliorate the broader public health, safety, and welfare effects of the emergency; failure to suspend rent increases in geographic locations disproportionately impacted by COVID-19 will worsen the already severe impacts of COVID-19 in these areas; and

WHEREAS, this Ordinance is temporary and not a general ordinance in force required to be codified; and

WHEREAS, this Ordinance is expressly authorized by State law because the Ordinance is more protective than the provisions of section 1946.2 of the California Civil Code, which was adopted pursuant to the Tenant Protection Act of 2019, because this ordinance provides tenant protections that are neither prohibited by nor established by other provisions of applicable law;

**NOW THEREFORE**, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN RAFAEL:

**SECTION 1. Declaration of Threat to Public Health, Safety, and Welfare Necessitating Urgency Ordinance**

The City Council of the City of San Rafael hereby finds and declares that there is a current and immediate threat to the public health, safety and welfare and a need for the immediate preservation of the public health and safety that warrants this urgency ordinance, which finding and declaration is based upon the facts, findings, and declarations stated in the recitals of this Ordinance, and all oral and written testimony presented at the January 19, 2021 San Rafael City Council meeting.

**SECTION 2. Title**

This Ordinance shall be known as the “COVID-19 Temporary Rent Freeze Ordinance.”

**SECTION 3. Term**

This Ordinance shall become effective on February 1, 2021 upon its adoption by a 4/5 vote of the City Council of the City of San Rafael pursuant to section 36937(b) of the

California Government Code and shall remain in effect until December 31, 2021 unless repealed or extended by the City Council.

**SECTION 4. Definitions**

“Condominium” means an estate in real property described in subdivision (f) of Section 1351 of the Civil Code.

“Dwelling Unit” means one (1) or more rooms occupied as living quarters, with a kitchen, sleeping facilities, and sanitary facilities for the exclusive use of one (1) household.

“Housing Services” means all services provided by a Landlord related to use or occupancy of a Rental Unit, including without limitation insurance, repairs, replacement, maintenance, painting, utilities, heat, water, elevator service, laundry facilities, refuse removal, parking, storage, furnishings, and security services.

“Landlord” means an owner, lessor, or sublessor who receives or is entitled to receive rent for the use and occupancy of any Rental Unit or portion thereof.

“Rent” means the consideration, including any funds, labor, bonus, benefit, or gratuity, demanded or received by a landlord for or in connection with the use and occupancy of a Rental Unit and the housing services provided therewith, or for the assignment of a rental agreement for a Rental Unit. A decrease in Housing Services is considered an increase in Rent.

“Rental Unit” means any Dwelling Unit in any real property, including a building, structure, or part thereof, and the land appurtenant thereto, rented or available for residential occupancy, and located in the City. The following shall not be considered Rental Units:

1. Units in hotels, motels, inns, tourist homes, and rooming and boarding houses which are rented primarily to transient guests for a period of fewer than thirty days;
2. Units in any hospital, convent, monastery, extended care facility, emergency residential shelter, residential care facility, residential service facility, nonprofit home for Senior Citizens (as defined in the Unruh Act, as may be amended), or in dormitories owned and operated by an institution of higher education, a high school or elementary school;
3. Units which a government entity owns, operates, or manages, or in which governmentally-subsidized Tenants reside, if applicable federal or state law or administrative regulation specifically exempt such units from municipal rent control.
4. Single family homes;
5. Units in a building, structure, on a single property, or part thereof, containing only one (1) or two (2) Dwelling Units;
6. Condominiums;

7. Accessory Dwelling Units as that term is defined in Government Code section 65852.2;
8. Mobilehomes subject to Title 20 (Mobilehome Rent Stabilization) of the San Rafael Municipal Code and mobilehomes exempt from rent control pursuant to any applicable federal or state law;
9. Units for which an initial certificate of occupancy was dated on or after February 1, 1995.

“Single-Family Home” means a detached building containing a single residential dwelling unit separately alienable from any other dwelling unit.

"Tenant" means a person entitled by written or oral agreement, or by sufferance, to the use or occupancy of a Rental Unit.

"Tenant household" means all tenant(s) who occupy any individual Rental Unit, and each minor child, dependent, spouse or registered domestic partner of any tenant whose primary residence is the Rental Unit.

**SECTION 5. Geographic Scope**

This Ordinance applies to all Rental Units located within the following U.S. Census Tracts, which are depicted in Figure A of this Ordinance (U.S. Census Tracts Subject to Scope of Ordinance) and have been identified based on the declared threat to public health, safety and welfare within these U.S. Census Tracts:

U.S. Census Tract Number	Location
1122.01	San Rafael; Canal
1122.02	San Rafael; Canal

**SECTION 6. Moratorium on Rent Increases**

A. During the Term of this Ordinance, a Landlord may not increase the Rent for any Rental Unit except pursuant to the provisions and procedures set forth in Section 7 of this Ordinance (Right to Petition for Fair Return).

B. Any pending increase in Rent and/or increase in Rent which becomes effective during the Term of this Ordinance, whether such increases are authorized pursuant to a lawfully served notice or an existing written or oral rental agreement, shall not be collected and shall not become effective during the Term of this Ordinance.

C. No requests, notices or demands for increases in Rent which would become effective after the Term of this Ordinance, shall be served, given or provided to any Tenant or Tenant Household during the Term of this Ordinance.

D. Upon repeal or expiration of this Ordinance a Landlord's right to impose rent increases on Tenants and Tenant Households of Residential Units shall immediately resume, subject to any other applicable federal, state, or local limitations that may be in place.

E. Notwithstanding the limitations in subsections A through E of this Section, a landlord may establish any new, base Rent for tenancies which commence after the effective date of this Ordinance.

**SECTION 7. Right to Petition for Fair Return**

A. Fair Return Petition. To effectuate the purposes of this Ordinance and the requirements of law, a Landlord may file a petition for an upward adjustment of the Rent for any given Rental Unit to ensure a fair and reasonable rate of return. There is a rebuttable presumption that maintenance of net operating income on the date of adoption of this Ordinance, as adjusted by inflation over time, provides a Landlord with a just and reasonable rate of return on a Rental Unit. It is the intent of this Article that individual upward adjustments in Rent be granted only when the Landlord demonstrates that such adjustments are necessary to provide the Landlord with a fair rate of return.

B. Procedures for Petition. A Landlord may file a petition for a fair return hearing pursuant to this Section on a form provided by the City. The City Council hereby delegates authority to and directs the City Manager to adopt policies and procedures to implement the fair hearing petition process that are consistent with this Section.

C. Hearing Officer Appointed. A Hearing Officer, appointed by the City Manager, shall conduct a hearing to act upon a petition for an upward adjustment of the Rent for any given Rental Unit. The Hearing Officer shall have the power to administer oaths and affirmations, and to render a final decision on the merits of the petition, subject to the provisions of this Section and the petition procedures established by Resolution.

D. Failure to Comply with Ordinance. No upward adjustment of Rent shall be authorized by a Hearing Officer under this Section if the Landlord has failed to comply with any provision of this Ordinance or regulations adopted by separate resolution of the City Council or implementing policies and procedures adopted by the City Manager, or has failed to maintain the Rental Unit in compliance with any applicable Federal, State, or local law or administrative regulation.

E. Upward Adjustment of Rent. In making an upward adjustment of Rent based on a Landlord's Petition to ensure a fair rate of return, the Hearing Officer shall approve an adjustment in accordance with the following criteria:

1. Right to Fair Return. No provision of this Ordinance shall be applied so as to prohibit the Hearing Officer from granting a fair return adjustment of Rent that is

demonstrated by the Landlord to be necessary to provide the Landlord with a fair rate of return.

2. Maintenance of Net Operating Income. The Petition shall establish and the Hearing Officer shall consider a Landlord's ability or inability to maintain a fair rate of return on any given Rental Unit. The Hearing Officer shall consider a Landlord's ability to maintain net operating income for any given Rental Unit. Net operating income equals gross income minus operating expenses.

3. Gross income equals the following:

- a) Gross rents; plus
- b) Interest from security or other deposits, except to the extent that said interest is payable to the Tenant; plus
- c) Income from services or parking; plus
- d) All other income or consideration received or receivable in connection with the use or occupancy of Rental Units;
- e) For purposes of calculating gross income, the Hearing Officer may take into account factors necessary to assure that the Landlord receives a fair and reasonable return on their investment.

4. Operating expenses includes the following expenses:

- a) Real property taxes;
- b) Unsecured property taxes;
- c) Utility costs that are not reimbursed by tenants; plus
- d) Management expenses, including but are not limited to, necessary and reasonable advertising, accounting, insurance, and allowable necessary and routine legal expenses;
- e) Repair and maintenance expenses;
- f) Owner performed labor, which shall be counted at reasonable rates;
- g) License and registration fees required by law that are not reimbursed by the Tenant;
- h) Capital improvements, provided they are not compensated by insurance proceeds, subject to the following conditions: 1) that said expenses be amortized, and 2) capital improvements constructed in the interior areas of the Rental Unit can be included only to the extent required by state or local laws.

5. The following are excluded from operating expenses:

- a) Avoidable and unnecessary increases in expenses;
- b) Penalties, fees, or interest assessed or awarded for violation of this or any other law with respect to the Rental Unit;
- c) Depreciation of the property;

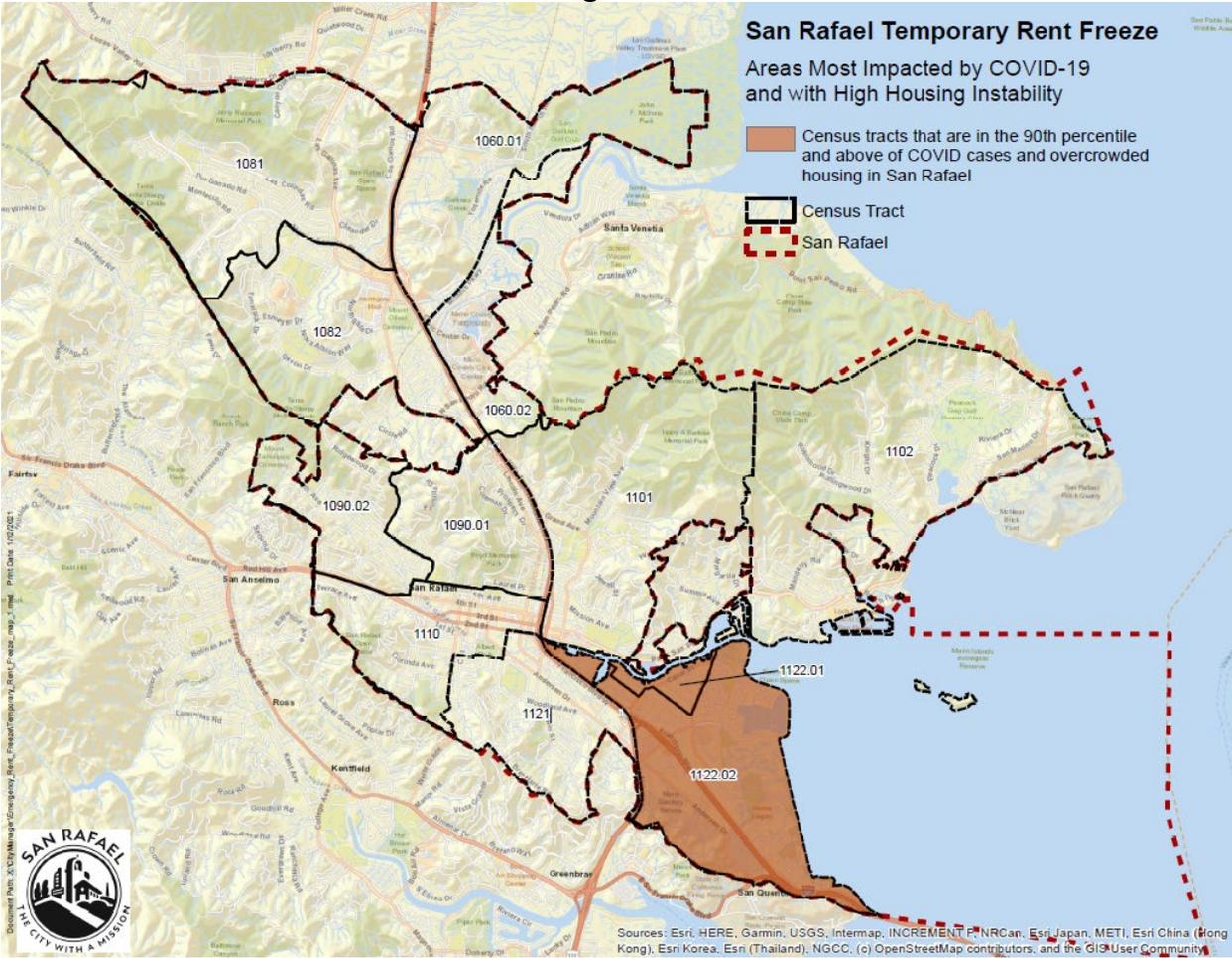
- d) Any expense for which the Landlord has been reimbursed by any security deposit, insurance settlement, judgment for damages, settlement, or any other method;
- e) Mortgage interest or principal, or similar financial instruments used to purchase or finance rental property, unless incurred for purposes of financing capital improvements; and
- f) Income taxes.

**SECTION 8. Affirmative Defense to Eviction; Civil Remedies**

A Landlord’s failure to comply with any provision of this Ordinance shall constitute an affirmative defense in any unlawful detainer action based upon nonpayment of rent. A Landlord that fails to comply with this Ordinance may further be subject to civil proceedings for displacement of Tenants or Tenant Households initiated by Tenants, Tenant Households or the City for actual and exemplary damages.

**SECTION 9. Figure A – U.S. Census Tracts Subject to Scope of Ordinance**

**Figure A**



**SECTION 10. Severability**

If any provision or clause of this ordinance or the application thereof to any person or circumstance is held to be unconstitutional or to be otherwise invalid by a final judgment of any court or competent jurisdiction, such invalidity shall not affect other provisions or clauses or application, and to this end, the provisions and clauses of this ordinance are declared to be severable.

**SECTION 11. California Environmental Quality Act**

The City Council finds that the adoption and implementation of this Ordinance are exempt from the provisions of the California Environmental Quality Act under section 15061(b)(3) in that the City Council finds there is no possibility that the implementation of this Article may have significant effects on the environment.

\_\_\_\_\_  
KATE COLIN, Mayor

ATTEST:

\_\_\_\_\_  
LINDSAY LARA, City Clerk

I, LINDSAY LARA, City Clerk of the City of San Rafael, certify that the foregoing Ordinance was passed by the City Council of the City of San Rafael, California, by a vote of at least four-fifths (4/5) of the members thereof, at a regular meeting held on Tuesday, the 19th day of January 2021 by the following vote, to wit:

AYES: Councilmembers:

NOES: Councilmembers:

ABSENT: Councilmembers:

\_\_\_\_\_  
LINDSAY LARA, City Clerk

# A Crisis Deferred COVID-19 Evictions

## A Growing Risk for Families in Marin County

### Households at imminent risk of eviction

**10,700**

Estimated households who have been unemployed and not received replacement income<sup>1</sup>

**8,270**

Children in these households<sup>2</sup>

### Households who will become at risk for eviction in the next 6 months

**3,780**

Households that will lose benefits/all income during ~next 6 months<sup>3</sup>

**2,920**

Children in these households<sup>4</sup>

### Rental Burden:

**52.3%**

of renter households spending more than 30% of their income on rent<sup>5</sup>

**27.7%**

of renter households spending more than 50% of their income on rent<sup>6</sup>

**12%**

of households in Marin have zero net worth and thus no financial cushion in a time of crisis<sup>7</sup>

### Homelessness in Marin County:

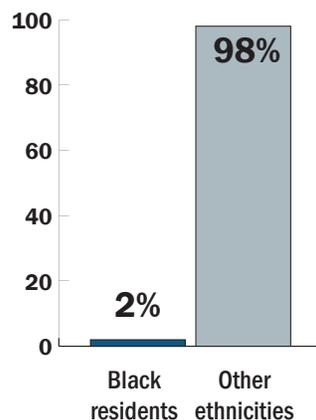
**1,034**

Individuals experiencing homelessness counted at point-in-time.<sup>8</sup>

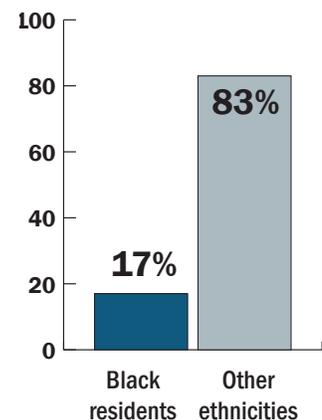
**1,137**

Students experiencing severe housing instability<sup>9</sup>

Marin County Total Population by Race/Ethnicity



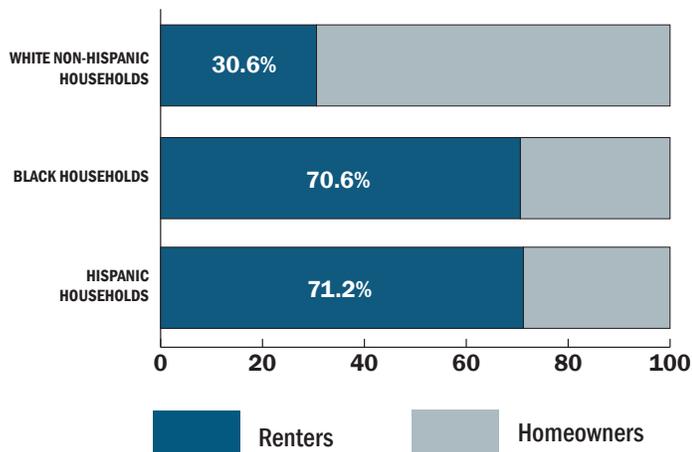
Marin County Homeless Population by Race/Ethnicity



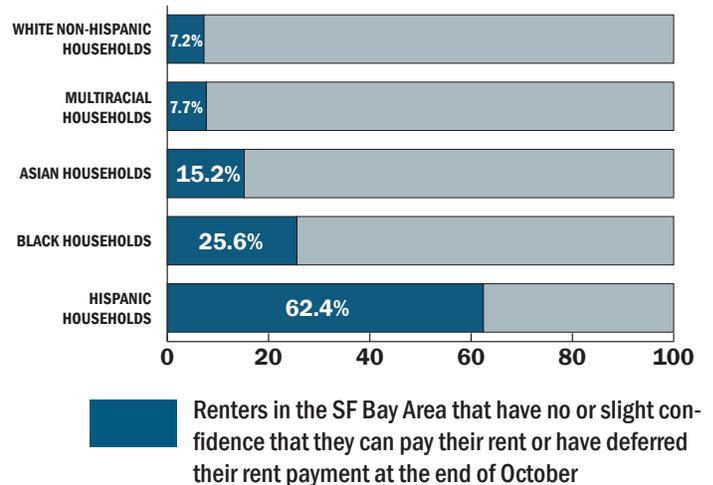
In other Bay Area communities, approximately 12% of homeless individuals reported eviction as being the primary cause of their homelessness. Increases in homelessness as a result of eviction would stall the progress Marin has made, come at a large financial cost, and exacerbate existing racial inequities.

## Equity measures:

### Share of Households who are Renters in Marin<sup>10</sup>

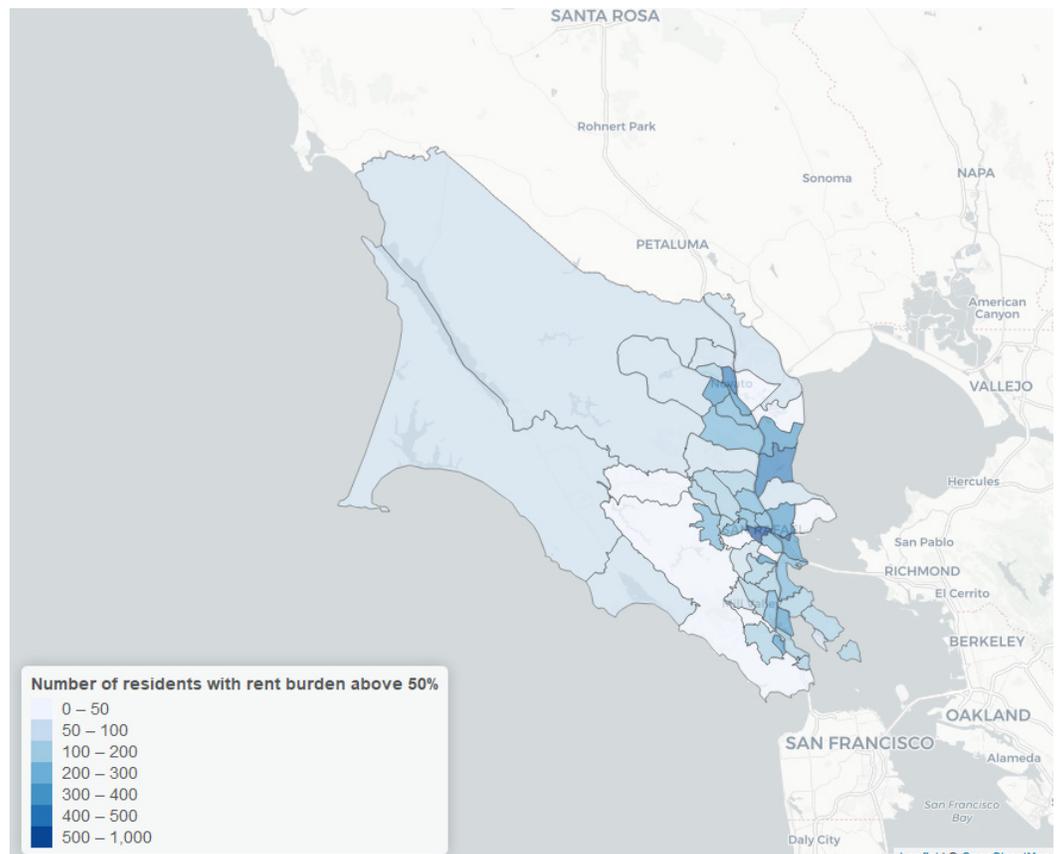


### Confidence in Paying Rent<sup>11</sup>



## Where is Help Needed Most in Marin County?

While need is concentrated in certain areas, with the Canal neighborhood standing out in the 99th percentile of areas in California most vulnerable to housing instability, it is also widespread, with jobs lost and unsustainably high rental burdens throughout the county.<sup>12</sup>



## Endnotes

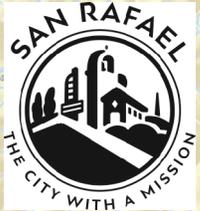
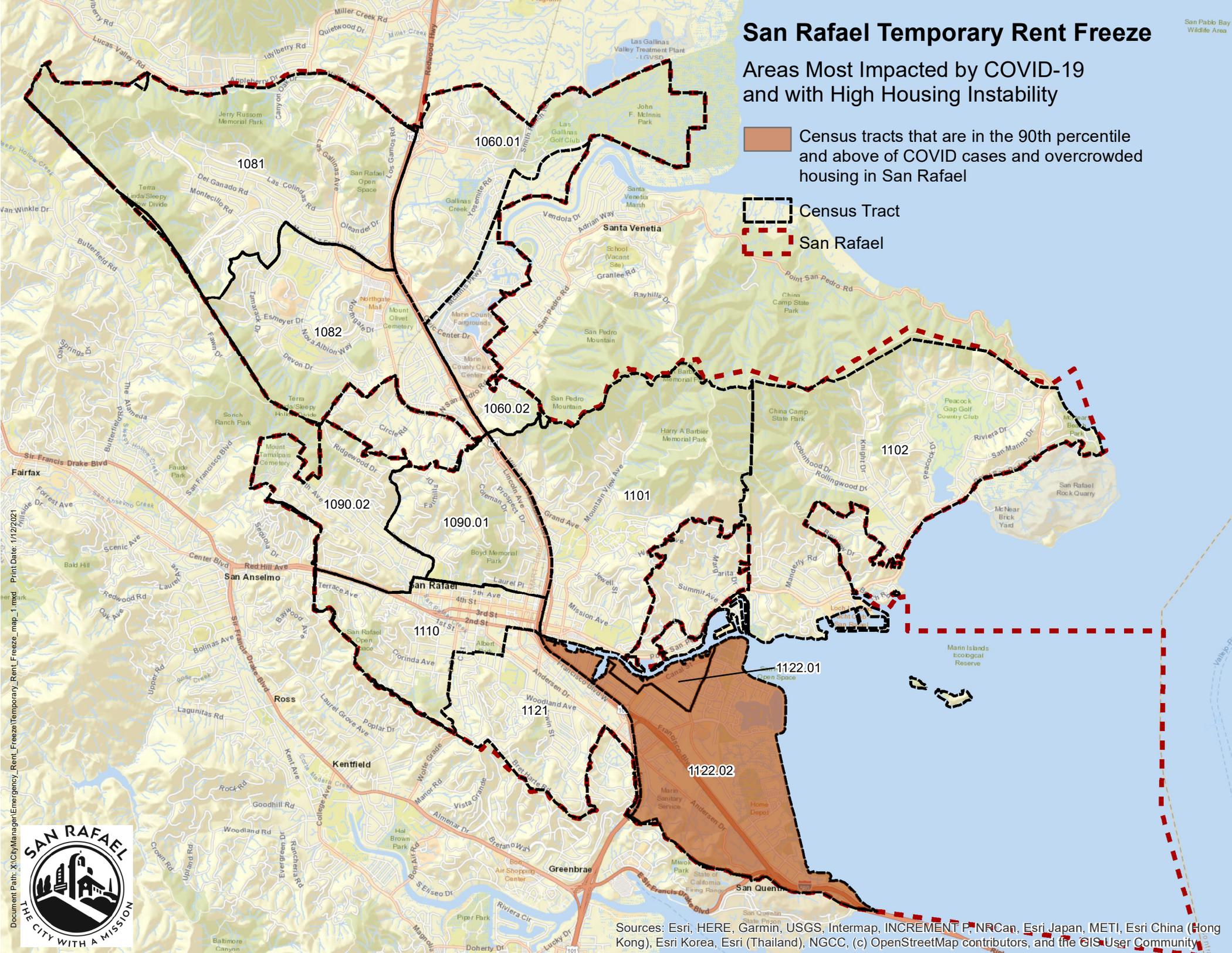
- 1, 2, 3, 4 [Following Policylink estimation procedure](#)
- 5, 6 [2018 American Community Survey](#)
- 7 [Prosperity Now](#)

- 8 [Marin County 2019 Point-in-Time](#)
- 9 [California Department of Education](#)
- 10 [2018 American Community Survey](#)
- 11 [Urban Institute analysis of Household Pulse Survey](#)
- 12 [Urban Institute](#)

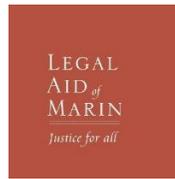
# San Rafael Temporary Rent Freeze

## Areas Most Impacted by COVID-19 and with High Housing Instability

-  Census tracts that are in the 90th percentile and above of COVID cases and overcrowded housing in San Rafael
-  Census Tract
-  San Rafael



Sources: Esri, HERE, Garmin, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand), NGCC, (c) OpenStreetMap contributors, and the GIS User Community



January 4, 2021  
*via email*

Mayor Kate Colin  
Members, San Rafael City Council  
Members, Marin County Board of Supervisors

Re: Open Letter re Canal Policy Working Group and Pandemic Relief

Esteemed Marin County Officials:

In August we, the leaders of Canal Alliance, Community Action Marin, and Legal Aid of Marin, joined together with local nonprofit and business leaders to call for action to protect Marin County residents hardest hit by the Covid-19 pandemic, with the aim to best position the community and county for recovery. We called to place the voices and interests of hardest hit Latinos at center.

Since that time, the City of San Rafael and County of Marin have passed a resolution to act. Meanwhile, the crisis in the Canal community and countywide has worsened, primarily for low-wage workers and people of color. Debt has accumulated. The health status of our county has worsened.

While recognizing that early action is most protective of our county's vital workforce, officials have pointed to the need to come to consensus in order to act.

**We ask that you enact immediate and preventive measures so that the county can get back to normal when the pandemic is eradicated, specifically to:**

- 1. Extend and expand eviction protections through 2021, including preventing evictions except for health and safety reasons; and**
- 2. Freeze rents countywide; hold rents and eliminate late charges and other surcharges through 2021.**

Federal and state officials may act; or, they may not. Meanwhile, the Canal Policy Working Group (through the diligent efforts of city and county staff, as well as our organizations' staff members), has compiled extensive research in support of these policies. Some of the most relevant data is included as an appendix here, expressly for the benefit of decision makers and elected officials who are not part of the working group.

Millions of dollars in rent help have supported local property owners countywide, with more forthcoming. The policies we recommend be enacted now jointly serve to balance out relief to prevent evictions and establish a stable landscape until recovery may truly begin.

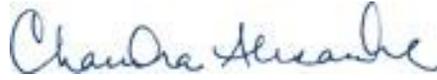
We call on the City of San Rafael to lead by resolving to support these policies. We call on the County of Marin to lead by supporting and enacting these policies, in concert with local cities.

Thank you for your tenacity, your leadership, and your example.

Very truly yours,



Omar Carrera  
CEO, Canal Alliance



Chandra Alexandre  
CEO, Community Action Marin



Stephanie Haffner  
ED, Legal Aid of Marin

## Background

Latinos make up 16% of Marin County’s population, but account for almost 80% of coronavirus cases the largest racial disparity of any Bay Area County. Over half of Marin County’s cases are concentrated in the Canal. The Canal has a positivity rate of 20% — roughly three times higher than Marin County’s average.

The socioeconomic factors that put Latinos at greater risk include lack of access to healthcare, low income, the inability to stop working, preexisting health conditions, and the dense living conditions. The local community support network is overextended: Over the past few weeks, all of the Canal food pantries have seen an increase of at least three times the usual number of participants.

An estimated 14,000 to 15,000 undocumented people live in Marin meaning that thousands of people are not eligible for federal financial programs. Even when eligible, many are too afraid to risk seeking help, fearing deportation or the risk of losing the opportunity for immigration status in the future.

Meanwhile, approximately 36% of Marin households are renters.<sup>1</sup> But fully 71.2% of Marin Latinx households rent, despite only representing 16% of Marin’s population. Similarly, 70.6% of Black households in Marin rent, while representing just 2.2% of Marin’s total population.<sup>2</sup> Furthermore, these communities already suffer the majority of overcrowded housing<sup>3</sup>, hold (or lost) the majority of low-income and essential jobs<sup>4</sup>, are already rent burdened<sup>5</sup>, and are disproportionately testing positive at higher rates than the rest of Marin.<sup>6</sup>

According to the Marin Economic Forum, “[T]he nation has moved from ‘recession’ to ‘recovery.’ ... But a drill-down in the data shows differing circumstances across the resident population, suggesting that our recovery will need to be targeted, rather than one size fits all.”<sup>7</sup> “There are two ... groups of residents who remain critical to our recovery. The first group are Marin’s lower-income residents.”<sup>8</sup> The Marin Economic Forum draws attention to a Public Policy Institute of California report which “showed that rates of unemployment from coronavirus in California range from 25 to 30 percent for families with incomes under \$30,000, compared to 5 to 10 percent for families with incomes above \$150,000.”<sup>9</sup> The Forum goes on to report, “Mean income data for Marin County will always be skewed by a large concentration of high-income earners, but according to the most recent [Census data](#), **almost 23% of households in Marin have incomes of \$50,000 or less**. What is more concerning about the findings of the PPIC report was that **based on the last recession (2008), low-income families in the Bay Area**

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<sup>1</sup> <https://www.census.gov/quickfacts/fact/table/marincountycalifornia/PST045219>.

<sup>2</sup> 2018 American Community Survey.

<sup>3</sup> 2018 American Community Survey 5-year estimates, Tables B25014 (data universe: occupied housing units).

<sup>4</sup> [2020 Urban Institute, Where to Prioritize Emergency Rental Assistance to Keep Renters in Their Homes](#).

<sup>5</sup> 2018 American Community Survey 5-year estimates, Table B25070 (data universe: renter-occupied housing units).

<sup>6</sup> [Marin County Coronavirus Surveillance Update](#).

<sup>7</sup> Marin Economic Forum December 2020 Blog, December 16, 2020.

<sup>8</sup> *Id.*

<sup>9</sup> *Id.*; Public Policy Institute of California, [Income Inequality and Economic Opportunity in California](#).

**took on average 11 years to recover versus just 5 years for high-income families.** The [Institute] report also confirms that income inequality widened following the last 4 recessions in California, suggesting the same phenomena could occur this time as well.”<sup>10</sup>

### **Preventing evictions protects the community’s health**

Marin is experiencing a disturbing spike in COVID cases and, as of December 16, there were no ICU beds available. According to Dr. Matt Willis, Marin County’s Public Health Officer, “policies that limit mobility” are necessary to control the pandemic.<sup>11</sup> Evictions – whether effectuated by our legal system or by tenants themselves weighed down by accumulating debt – force tenants to violate shelter-in-place.

A recent study published in the Journal of Urban Health found a direct correlation between eviction moratoria and preventing the spread of COVID, stating, “In light of the undisputed connection between eviction and health outcomes, eviction prevention, through moratoria and other supportive measures, is a key component of a pandemic control strategies to mitigate COVID-19 spread and death.”<sup>12</sup> It is no surprise then that Marin’s low-income, geographically isolated communities are faring far worse during this pandemic in terms of both health and economics.<sup>13</sup>

In Spring and Summer 2020, Marin County enacted a series of eviction moratoria in response to our current pandemic and resulting economic changes. These allowed residents to remain at home instead of on the streets, shelter in place and preserving their opportunities that come with being housed, such as a stable place for children to learn.

Now, it is estimated that 10,700 households are at risk of eviction, including 8,270 households with children.<sup>14</sup> Too many renters face the end of the eviction moratorium with no means to pay full rent February 1st, no way to pay the thousands of dollars in back rent by March 5<sup>th</sup> to avoid a money judgement against them (often including late fees and recent rent increases), and no place to go if forced to leave their homes.

Earlier action is most protective for members of our community facing an uncertain future. Scholarly research establishes that it is often not the actual act of eviction that sways outcomes for families, but the expectations families and landlords have around it, and setting expectations will help address this harm. Eviction scholar Eva Rosen work documents how landlords may try to keep tenants in non-payment so that they can consistently on the threat of eviction to ensure that tenants don’t have legal recourse.<sup>15</sup> This then creates scenarios where low-income tenants face “substantial negative impacts for their sense of safety, home, and community.”<sup>16</sup> Matthew

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<sup>10</sup> *Id.*

<sup>11</sup> Public Health Update, Marin Board of Supervisors Meeting, December 15, 2020.

<sup>12</sup> Benifer, Emily, [Pandemic Housing Policy: Examining the Relationship Among Eviction, Housing Instability, Health Inequity, and COVID-19 Transmission](#) (2020).

<sup>13</sup> [2020 Urban Institute, Where to Prioritize Emergency Rental Assistance to Keep Renters in Their Homes.](#)

<sup>14</sup> City of San Rafael data analysis.

<sup>15</sup> [Philip ME Garboden & Eva Rosen, “Serial Filing: How Landlords Use the Threat of Eviction,” City & Community 189\(2\): 638-661.](#)

<sup>16</sup> *Id.*

Desmond document similar effects in his Pulitzer Prize-winning book, *Evicted*.<sup>17</sup> The further in advance the possibility of eviction is ruled out, these harms are greatly reduced; the longer we wait to see what others do, the greater the risk families will receive or perceive pressure and move while they are in limbo.

The County and Cities can act to **limit mobility and there by protect public health**, to give **certainty to Marin's hardest hit residents**, and to **support Marin's economic recovery**.

### **Temporarily Freeze Rents**

With the monthly fair market rent for a two-bedroom apartment in Marin County at \$3,339<sup>18</sup>, too many poor tenants are facing seemingly insurmountable debt and almost certain eviction, causing many already to start self-evicting. Absent local change, under state law<sup>19</sup> property owners may raise rent 6.1%, or \$203 per month, based on the average cost of a two-bedroom apartment. For the thousands of renters who are already behind in rent any rent increase adds to economic pressure on poor families disproportionately impacted by the pandemic economy, and risks jeopardizing Marin's best opportunity for recovery.

Marin renters already were struggling with month-to-month rent payments before the Covid-19 Emergency. The National Low Income Housing Coalition reports that the average Marin renter can afford rent of \$1,169 per month – far below the median rent.<sup>20</sup> Now they are facing large amounts of accrued rental debt before the recovery has begun in earnest for them – risking long-term displacement particularly in the Canal community - that threatens Marin's economic health as a whole.

Legal Aid of Marin has received at least 20 calls regarding rent increases just since August 31. Callers are daily leaving urgent messages and phoning multiple times to get relief through administering nonprofit agencies. Each day, more than 100 calls come into nonprofits working to alleviate the crisis and keep people housed. Many of these callers are already thousands of dollars behind in rent. For them, a rent increase just adds pressure to move. Unable to find alternative housing or even pay first month's rent and security deposit if they do manage to find an alternative rental, renters are forced to overcrowd already overcrowded homes of friends and family, or move into cars and homeless encampments – all of which threatens our county's ability to control the pandemic and begin economic recovery. Some are moving out of the county, serving to exacerbate the racial inequalities Marin has unfortunately become known for.<sup>21</sup>

Also important is that a rent freeze is self-enforcing. Unlike the complex and difficult to explain Assembly Bill 3088, a rent freeze is straightforward – for the time that it is in effect, any rent increase is invalid.

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<sup>17</sup>Matthew Desmond, *Evicted* (Broadway Books, 2016).

<sup>18</sup>[Out of Reach 2020, National Low-Income Housing Coalition.](#)

<sup>19</sup> Assembly Bill 1492, Stats. 2019, ch. 597 (filed Oct. 8, 2019).

<sup>20</sup>[Out of Reach](#)

<sup>21</sup>[Menendian, S., Gambhir, S., Racial Segregation in the Bay Area \(2018-2020\).](#)

The pandemic has further widened the information gap experienced by low-income, immigrant communities. State law currently in effect – Assembly Bill 3088 – is complicated. Recognizing this, since its enactment on September 1<sup>st</sup>, Legal Aid staff members have spent at least 477 hours on outreach alone. A temporary freeze on rent increases, in contrast, is easy to convey and enforce.

### **Extend the current eviction moratorium and only allow evictions to protect health and safety through 2021**

Along with expanding eviction protections, *communicating early* that current protections remain in place for the duration of 2021 is an integral element to securing Marin’s economic recovery for all. AB 3088 expires January 31, 2021. Absent change, full rent again will be due February 1, 2021 or face eviction for the inability to pay – but the recovery will not be here yet. Moreover, on March 5, 2021, landlords will be able to seek back rent in court.

Not only would an extended and expanded eviction moratorium protect public health, but it would also provide certainty for renters and property owners alike. For tenants, they would feel less susceptible to threats of eviction and anticipatory moves in fear of eviction.<sup>22</sup> By eliminating the possibility of eviction, these harms are greatly reduced and provides the time low-income families need to regain employment, and for economic solutions to be put in place.

AB 3088, expiring January 31, is a *non-payment* protection. While managing the extraordinary amount of unpaid rent that threatens both residences of tenants and the solvency of landlords is crucial during this time, preventing evictions is a separate issue not met by AB 3088. Evictions themselves are a public health and economic risk. Absent local action, evictions that can still go forward under AB 3088 (and after it expires) include when an owner wants to move into the residence, alleged minor lease violations, and allegedly withdrawing the unit from the rental market.<sup>23</sup>

An 82-year-old Legal Aid of Marin client has lived in Sausalito, in the same apartment, for 31 years. Her only income is \$1600 a month from social security. She does not have a car. On February 1, the property owner will begin eviction proceedings against her if she is unable to move claiming that a family member will move in. The client has made hundreds of calls throughout Northern California to find affordable senior housing. Most do not pick up their phones and don’t allow her to leave a message. She managed to get on a waitlist in Petaluma, but the property manager cannot confirm a time frame for an available unit. She’s hoping that someone might temporarily rent her a room in their home, but she is terrified of being exposed to COVID during this process. Forcing this senior tenant to search for alternative accommodations and move from her home of 31 years during a pandemic not only threatens her health, but the health of all those she will now have to come in contact with.

Similarly, a recent commenter on Canal Alliance’s Facebook page reported they are current on rent, but have been given a 60-day notice to move – again because the owner has stated they

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<sup>22</sup> See generally, Desmond, Matthew, *Evicted: Poverty and Profit in the American City*, (Broadway Books, New York 2016).

<sup>23</sup> COVID-19 Tenant Relief Act of 2020, California Code of Civil Procedure § 1179.03.5 (a), et seq.

wish to move in. This individual states they simply cannot find any available place to rent in the Canal area.

In both cases, whether the property owner really intends to have a family member occupy the unit is unknown and can only be challenged *after* the person moves or is evicted.

### Affirmatively Further Fair Housing

California law requires local governments to take “meaningful actions” to “address significant disparities in housing needs and in access to opportunity.”<sup>24</sup> Not only is local government thus required to take action, but it is also prohibited from “tak[ing]...action that is materially inconsistent with its obligation to affirmatively further fair housing.” Born out of the Civil Rights-era Fair Housing Act of 1968 and strengthened by the Department of Housing and Urban Development in 2015, the Affirmatively Further Fair Housing requirement in California was codified in 2018 through Assembly Bill 686.

“Opportunity” is broadly defined because it recognizes that a family’s housing situation has substantial impacts on many other aspects of their lives. The U.S. Department of Housing and Urban Development (“HUD”) defines “significant disparities in access to opportunity” as “substantial and measurable differences in access to educational, transportation, economic, and other important opportunities in a community.” 24 C.F.R. § 5.152, emphasis added. Because education and economics are inextricably linked to housing, “opportunity” includes educational and economic opportunities.

Eviction moratoria affirmatively further fair housing by protecting members of protected classes – Black and Latinx families that disproportionately rent – from eviction during a public health crisis. Preventing an eviction cliff is consistent with the obligation to affirmatively further fair housing.<sup>25</sup>

Thank you for considering the certainty that renters need by passing an emergency resolution that temporarily freezes rent increases, extends the current moratorium, and prohibits all evictions unless required to protect health and safety. While the state is considering new legislation, its form and timeline is not known. Elected officials have the opportunity to provide certainty and hope to Marin’s renters, to give low-income families the time needed to regain employment, and to afford social services providers, lenders, and state and federal policymakers the time needed to address the solvency for both landlords and tenants and quicken the recovery from the pandemic.

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<sup>24</sup> Cal. Gov. Code § 8899.50(a)(1).

<sup>25</sup> [2020 Urban Institute, \*Where to Prioritize Emergency Rental Assistance to Keep Renters in Their Homes\*](#)



## NOTICE OF ONLINE PUBLIC MEETING – CITY COUNCIL

You are invited to view and participate online for the City Council meeting on the following proposed project:

**PROJECT: Urgency Ordinance for Residential Rent Freeze** - The City Council will consider an ordinance proposed to be adopted on an urgency basis that would enact a temporary moratorium on rent increases (“rent freeze”) for tenants residing in certain residential units through December 31, 2021. The proposed temporary moratorium would solely apply in two designated US Census Tracts, Tract Nos. 1122.01 (Canal Neighborhood) and 1122.02 (Southeast San Rafael and Canal neighborhood), which are areas that have been most disproportionately impacted by COVID-19 and have the greatest level of housing instability. The “rent freeze” would not apply to single-family homes, properties containing one or two housing units, accessory dwelling units, and residential units for which an initial Certificate of Occupancy was issued on or after February 1, 1995.

*State law (California Environmental Quality Act - CEQA) requires that this project be reviewed to determine if a study of potential environmental effects is required. It has been determined that this project, which is a temporary moratorium on rent increases will have no physical impact on the environment. Therefore, this action is deemed to be exempt from review per California Environmental Quality Act Guidelines under 14 CRR Section 15061(b)(3), which is the general rule that CEQA applies only to projects that have the potential for causing a significant effect on the environment.*

**MEETING DATE/TIME/LOCATION: Tuesday, January 19, 2021, 7:00 p.m. COVID-19 ADVISORY NOTICE** Consistent with Executive Orders No. -25-20 and No. N-29-20 from the Executive Department of the State of California and Marin County Shelter in Place Order, the San Rafael City Council meeting of January 19, 2021 will not be physically open to the public and the meeting will be streamed live to YouTube at <https://www.youtube.com/cityofsanrafael>. Instructions on how to participate online, will be available on the YouTube channel.

**FOR MORE INFORMATION:** Contact Catherine Quffa, Assistant Director of Library & Recreation at 415-485-3078 or [Catherine.quffa@cityofsanrafael.org](mailto:Catherine.quffa@cityofsanrafael.org). **City offices are currently closed to public walk in, but you can contact Catherine Quffa for more information.** You can also view the staff report after 5:00 p.m. on the Friday before the meeting at <http://www.cityofsanrafael.org/meetings>.

**WHAT WILL HAPPEN:** You may comment on the proposed urgency ordinance. The City Council will consider public comment/testimony and provide feedback and recommendations on the draft policies.

**HOW TO PROVIDE PARTICIPATE AND PUBLIC COMMENTS:** You can send written correspondence by email to Lindsay Lara, City Clerk at [lindsay.lara@cityofsanrafael.org](mailto:lindsay.lara@cityofsanrafael.org) address above prior to the meeting, you can comment online in real-time on YouTube. If you do not have access to internet, contact the City Clerk to discuss alternative options for remote participation at 415-485-3066.

*Any records relating to an agenda item, received by a majority or more of the Council less than 72 hours before the meeting, shall be available for inspection online. Sign Language interpreters may be requested by calling (415) 485-3066 (voice), emailing [Lindsay.lara@cityofsanrafael.org](mailto:Lindsay.lara@cityofsanrafael.org) or using the California*

Telecommunications Relay Service by dialing "711", at least 72 hours in advance of the meeting. Copies of documents are available in accessible formats upon request.



## NOTICE OF ONLINE PUBLIC MEETING – CITY COUNCIL

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**SAN RAFAEL**

THE CITY WITH A MISSION

Community Development Department

1400 5<sup>th</sup> Avenue

San Rafael, CA 94901

«PROP\_ID»

«NAME»

«ADDRESS»

«CITY», «STATE» «ZIP4» «Next Record»

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**PUBLIC NOTICE REGARDING A PROPOSED PROJECT IN YOUR NEIGHBORHOOD**

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«PROP\_ID»

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**PUBLIC NOTICE REGARDING A PROPOSED PROJECT IN YOUR NEIGHBORHOOD**

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## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Abdias enrique Rios hermandez <Abdiasenrique.Rioshermandez.404214906@p2a.co>

Mon 1/11/2021 1:25 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,

Abdias enrique Rios hermandez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Adam Carl <Adam.Carl.403247794@p2a.co>

Tue 1/5/2021 1:37 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

As the Director of Operations for the School of Liberal Arts and Education at Dominican University of California, I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic. Our students, staff, faculty, and their families need relief from some level of government, and I believe Marin County can be among the first in the country to assure citizens that local government is looking out for them.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Adam Carl

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Adrian Rosas <Adrian.Rosas.279726016@p2a.co>

Mon 1/11/2021 3:05 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

No hay una emergencia más grande ahora: debemos mantener a las personas en hogares para que todos estemos saludables. En el condado de Marin, más de 10,000 hogares corren un riesgo inminente de desalojo después del 31 de enero, cuando finaliza la moratoria. Esto devastará a las familias y traerá un aumento importante en los casos de COVID.

Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Adrian Rosas

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Aimee Kilmer <Aimee.Kilmer.403827015@p2a.co>

Fri 1/8/2021 3:31 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Aimee Kilmer

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Air Gallegos <Air.Gallegos.404211837@p2a.co>

Mon 1/11/2021 12:51 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Air Gallegos

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Alba Perez <Alba.Perez.404208796@p2a.co>

Mon 1/11/2021 12:20 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

No hay una emergencia más grande ahora: debemos mantener a las personas en hogares para que todos estemos saludables. En el condado de Marin, más de 10,000 hogares corren un riesgo inminente de desalojo después del 31 de enero, cuando finaliza la moratoria. Esto devastará a las familias y traerá un aumento importante en los casos de COVID.

Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Alba Perez

**Fw: We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now**

Kate Colin &lt;Kate.Colin@cityofsanrafael.org&gt;

Tue 1/5/2021 5:43 PM

**To:** Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Kate Colin  
Mayor, City of San Rafael



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**From:** Alice Cochran <Alice.Cochran.403252356@p2a.co>**Sent:** Tuesday, January 5, 2021 2:11 PM**To:** Kate Colin <Kate.Colin@cityofsanrafael.org>**Subject:** We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Dear Mayor Kate Colin,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Alice Cochran

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Alicia Sanchez velasquez <Alicia.Sanchezvelasquez.404211314@p2a.co>

Mon 1/11/2021 12:46 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

---

Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Alicia Sanchez velasquez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Alissa Friedman <Alissa.Friedman.403629727@p2a.co>

Wed 1/6/2021 9:38 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Alissa Friedman

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Ana Hernandez <Ana.Hernandez.274268326@p2a.co>

Mon 1/11/2021 12:35 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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---

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Ana Hernandez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Ana Mendez <Ana.Mendez.247932049@p2a.co>

Mon 1/11/2021 9:00 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Ana Mendez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Ana Tafolla <Ana.Tafolla.180504831@p2a.co>

Tue 1/5/2021 3:12 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Regards,  
Ana Tafolla

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Andrew Chaban <Andrew.Chaban.403693140@p2a.co>

Thu 1/7/2021 12:37 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Andrew Chaban

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Angel Chuc <Angel.Chuc.404206518@p2a.co>

Mon 1/11/2021 12:00 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Angel Chuc

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Angelica Alonzo <Angelica.Alonzo.404231619@p2a.co>

Mon 1/11/2021 3:36 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Angelica Alonzo

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Angelita NAJARRO <Angelita.NAJARRO.404222808@p2a.co>

Mon 1/11/2021 2:22 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Angelita NAJARRO

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Anna Costello <Anna.Costello.403590469@p2a.co>

Wed 1/6/2021 5:45 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Anna Costello

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Antoinette Golbus <Antoinette.Golbus.404222907@p2a.co>

Mon 1/11/2021 2:23 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

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Regards,  
Antoinette Golbus

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Audelia Mendez <Audelia.Mendez.404227137@p2a.co>

Mon 1/11/2021 3:01 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

No hay una emergencia más grande ahora: debemos mantener a las personas en hogares para que todos estemos saludables. En el condado de Marin, más de 10,000 hogares corren un riesgo inminente de desalojo después del 31 de enero, cuando finaliza la moratoria. Esto devastará a las familias y traerá un aumento importante en los casos de COVID.

Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Audelia Mendez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Aurelia Vargas <Aurelia.Vargas.180533055@p2a.co>

Mon 1/11/2021 10:42 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Aurelia Vargas

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Balandra Fregoso <Balandra.Fregoso.403702167@p2a.co>

Thu 1/7/2021 1:57 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Balandra Fregoso

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Barbara George <Barbara.George.403688245@p2a.co>

Thu 1/7/2021 11:30 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Barbara George

**Fw: We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now**

Kate Colin &lt;Kate.Colin@cityofsanrafael.org&gt;

Tue 1/5/2021 5:41 PM

**To:** Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Kate Colin  
Mayor, City of San Rafael



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**From:** Barbara Killey <Barbara.Killey.403272093@p2a.co>**Sent:** Tuesday, January 5, 2021 5:20 PM**To:** Kate Colin <Kate.Colin@cityofsanrafael.org>**Subject:** We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Dear Mayor Kate Colin,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Barbara Killey

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Beatriz Guadalupe <Beatriz.Guadalupe.279726403@p2a.co>

Mon 1/11/2021 11:56 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Regards/Saludos,  
Beatriz Guadalupe

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Blanca Lopez <Blanca.Lopez.404234030@p2a.co>

Mon 1/11/2021 3:59 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Regards/Saludos,  
Blanca Lopez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Blanca Salinas <Blanca.Salinas.279723163@p2a.co>

Tue 1/12/2021 8:12 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Regards/Saludos,  
Blanca Salinas

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Brenda Escobar <Brenda.Escobar.404206987@p2a.co>

Mon 1/11/2021 12:03 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Regards/Saludos,  
Brenda Escobar

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Brent Goff <Brent.Goff.403687606@p2a.co>

Thu 1/7/2021 11:20 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Brent Goff

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Brooke Hansen <Brooke.Hansen.403686193@p2a.co>

Thu 1/7/2021 11:05 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Brooke Hansen

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Carlos Lopez <Carlos.Lopez.404238649@p2a.co>

Mon 1/11/2021 4:46 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

No hay una emergencia más grande ahora: debemos mantener a las personas en hogares para que todos estemos saludables. En el condado de Marin, más de 10,000 hogares corren un riesgo inminente de desalojo después del 31 de enero, cuando finaliza la moratoria. Esto devastará a las familias y traerá un aumento importante en los casos de COVID.

Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Carlos Lopez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Carlos Pérez <Carlos.Prez.404209560@p2a.co>

Mon 1/11/2021 12:27 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Carlos Pérez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Carlos Velazquez Gonzalez <Carlos.VelazquezGonzalez.404232140@p2a.co>

Mon 1/11/2021 3:40 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

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Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Carlos Velazquez Gonzalez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Carol Adee <Carol.Adee.403737790@p2a.co>

Thu 1/7/2021 11:57 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Carol Adee

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Casey Gramajo <Casey.Gramajo.404469490@p2a.co>

Tue 1/12/2021 8:10 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Casey Gramajo

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Cecilia Amador <Cecilia.Amador.404217075@p2a.co>

Mon 1/11/2021 1:38 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Cecilia Amador

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Christian Morales <Christian.Morales.404207102@p2a.co>

Mon 1/11/2021 12:06 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Christian Morales

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Claudia Rodriguez <Claudia.Rodriguez.404205005@p2a.co>

Mon 1/11/2021 11:44 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Regards/Saludos,  
Claudia Rodriguez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Claudia Vasquez <Claudia.Vasquez.404207238@p2a.co>

Mon 1/11/2021 12:06 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Claudia Vasquez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Cristina Mazariegos <Cristina.Mazariegos.404512518@p2a.co>

Wed 1/13/2021 7:40 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

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Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Cristina Mazariegos

**Fw: We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now**

Kate Colin &lt;Kate.Colin@cityofsanrafael.org&gt;

Tue 1/5/2021 5:05 PM

**To:** Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Kate Colin  
Mayor, City of San Rafael



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**From:** Cristina Melendez <Cristina.Melendez.403268368@p2a.co>**Sent:** Tuesday, January 5, 2021 4:29 PM**To:** Kate Colin <Kate.Colin@cityofsanrafael.org>**Subject:** We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Dear Mayor Kate Colin,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Cristina Melendez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Daniel Duarte <Daniel.Duarte.404215185@p2a.co>

Mon 1/11/2021 1:24 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Daniel Duarte

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Darlin Ruiz <Darlin.Ruiz.181171119@p2a.co>

Mon 1/11/2021 12:17 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Darlin Ruiz

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Darvin Vásquez <Darvin.Vsquez.404211828@p2a.co>

Mon 1/11/2021 12:51 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Darvin Vásquez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Deysi Rios <Deysi.Rios.404208714@p2a.co>

Mon 1/11/2021 12:19 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Deysi Rios

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Dina Juarez <Dina.Juarez.404263911@p2a.co>

Mon 1/11/2021 10:43 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Dina Juarez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Donal Diaz <Donal.Diaz.180959279@p2a.co>

Mon 1/11/2021 2:51 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Regards/Saludos,  
Donal Diaz

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Donela López <Donela.Lpez.180615847@p2a.co>

Mon 1/11/2021 12:14 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Donela López

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Doug Brown <Doug.Brown.404377825@p2a.co>

Tue 1/12/2021 2:03 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Doug Brown

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Edna Orozco <Edna.Orozco.404225544@p2a.co>

Mon 1/11/2021 2:47 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

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Regards,  
Edna Orozco

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Elizabeth Dembski <Elizabeth.Dembski.404223032@p2a.co>

Mon 1/11/2021 2:24 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

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There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Elizabeth Dembski

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Eluvia Adila <Eluvia.Adila.404213637@p2a.co>

Mon 1/11/2021 1:11 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

No hay una emergencia más grande ahora: debemos mantener a las personas en hogares para que todos estemos saludables. En el condado de Marin, más de 10,000 hogares corren un riesgo inminente de desalojo después del 31 de enero, cuando finaliza la moratoria. Esto devastará a las familias y traerá un aumento importante en los casos de COVID.

Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Eluvia Adila

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Ericka Rodas <Ericka.Rodas.404209461@p2a.co>

Mon 1/11/2021 12:27 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Ericka Rodas

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Erika Duarte <Erika.Duarte.404210180@p2a.co>

Mon 1/11/2021 12:35 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Erika Duarte

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Erin Chamberlin <Erin.Chamberlin.403688696@p2a.co>

Thu 1/7/2021 11:36 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Erin Chamberlin

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Esteban Jarillo <Esteban.Jarillo.404263588@p2a.co>

Mon 1/11/2021 10:27 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Esteban Jarillo

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Eva Calderon <Eva.Calderon.279723064@p2a.co>

Mon 1/11/2021 2:27 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Regards/Saludos,  
Eva Calderon

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Evelia Vasquez garcia <Evelia.Vasquezgarcia.404205483@p2a.co>

Mon 1/11/2021 11:49 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Regards/Saludos,  
Evelia Vasquez garcia

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Flor Constanza <Flor.Constanza.404223104@p2a.co>

Mon 1/11/2021 2:24 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Regards/Saludos,  
Flor Constanza

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Flor de Maria García <FlordeMaria.Garca.404239585@p2a.co>

Mon 1/11/2021 4:59 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Flor de Maria García

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Frances Wisch <Frances.Wisch.403706271@p2a.co>

Thu 1/7/2021 2:49 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Frances Wisch

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Francisco Vazquez <Francisco.Vazquez.404205537@p2a.co>

Mon 1/11/2021 11:50 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Francisco Vazquez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Frank elisau meda <Frankelisau.meda.404205564@p2a.co>

Mon 1/11/2021 11:50 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Regards/Saludos,  
Frank elisau meda

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Gabriela Gomez <Gabriela.Gomez.404213420@p2a.co>

Mon 1/11/2021 1:09 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Gabriela Gomez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Giron Londy <Giron.Londy.180731578@p2a.co>

Mon 1/11/2021 7:02 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Regards,  
Giron Londy

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Giulia Welch <Giulia.Welch.403247398@p2a.co>

Tue 1/5/2021 1:33 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Giulia Welch

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Gramajo Francisco <Gramajo.Francisco.404469823@p2a.co>

Tue 1/12/2021 8:11 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Gramajo Francisco

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Griselda Garcia <Griselda.Garcia.404211710@p2a.co>

Mon 1/11/2021 12:50 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Regards/Saludos,  
Griselda Garcia

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Hector Francisco Juárez <HectorFrancisco.Jurez.404223087@p2a.co>

Mon 1/11/2021 2:24 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,

Hector Francisco Juárez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Heidy Gomez <Heidy.Gomez.404205023@p2a.co>

Mon 1/11/2021 11:44 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Regards/Saludos,  
Heidy Gomez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Henry Velasquez <Henry.Velasquez.403686247@p2a.co>

Thu 1/7/2021 11:06 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Regards,  
Henry Velasquez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Hermelida Jose Cruz <Hermelida.JoseCruz.404235453@p2a.co>

Mon 1/11/2021 4:10 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

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Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Hermelida Jose Cruz

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Ilana Goldberg <Ilana.Goldberg.404299688@p2a.co>

Tue 1/12/2021 9:29 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Ilana Goldberg

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Irene De Leon <Irene.DeLeon.279723316@p2a.co>

Mon 1/11/2021 2:34 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

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(Esta es una comunicación bilingüe)

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Regards/Saludos,  
Irene De Leon

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Iris Mejia <Iris.Mejia.404209876@p2a.co>

Mon 1/11/2021 12:30 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

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Regards,  
Iris Mejia

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Irma Del cid <Irma.Delcid.404220981@p2a.co>

Mon 1/11/2021 2:06 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

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Regards,  
Irma Del cid

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Irma Veliz <Irma.Veliz.404259015@p2a.co>

Mon 1/11/2021 8:54 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

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(Esta es una comunicación bilingüe)

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Regards/Saludos,  
Irma Veliz

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Israel Solis <Israel.Solis.404204781@p2a.co>

Mon 1/11/2021 11:41 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

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Regards/Saludos,  
Israel Solis

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Jakeline Mejia <Jakeline.Mejia.404210162@p2a.co>

Mon 1/11/2021 12:34 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Regards/Saludos,  
Jakeline Mejia

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Jamileth Blandón <Jamileth.Blandn.404263641@p2a.co>

Mon 1/11/2021 10:29 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

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Regards/Saludos,  
Jamileth Blandón

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Javier Antonio Juárez Pérez <JavierAntonio.JurezPrez.404210874@p2a.co>

Mon 1/11/2021 12:41 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

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Regards,

Javier Antonio Juárez Pérez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Javier Villafane <Javier.Villafane.403238596@p2a.co>

Tue 1/5/2021 12:24 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

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Regards,  
Javier Villafane

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Jeff Escobar <Jeff.Escobar.403342941@p2a.co>

Wed 1/6/2021 10:02 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Jeff Escobar

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Jelmin Garcia <Jelmin.Garcia.404292054@p2a.co>

Tue 1/12/2021 8:41 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

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Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Jelmin Garcia

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Jessica Perez <Jessica.Perez.404252238@p2a.co>

Mon 1/11/2021 7:17 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Jessica Perez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Jorge Castro <Jorge.Castro.404212575@p2a.co>

Mon 1/11/2021 12:59 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Regards/Saludos,  
Jorge Castro

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Jose Pantoja <Jose.Pantoja.404249584@p2a.co>

Mon 1/11/2021 9:24 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Jose Pantoja

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Joseline Hernández <Joseline.Hernandez.404207175@p2a.co>

Mon 1/11/2021 12:06 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Joseline Hernández

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Juan diego Chiti velasquez <Juandiego.Chitivelasquez.404205186@p2a.co>

Mon 1/11/2021 11:46 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Regards/Saludos,  
Juan diego Chiti velasquez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Juan Ramos <juan.Ramos.404210568@p2a.co>

Mon 1/11/2021 12:38 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
juan Ramos

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Juana de León 4153786272 <Juanadelen.4153786272.404291587@p2a.co>

Tue 1/12/2021 8:35 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Regards/Saludos,  
Juana de león 4153786272

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Julie Burr <Julie.Burr.404198031@p2a.co>

Mon 1/11/2021 10:38 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Julie Burr

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Julissa Rodas <Julissa.Rodas.279731911@p2a.co>

Mon 1/11/2021 6:09 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

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This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

---

Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

No hay una emergencia más grande ahora: debemos mantener a las personas en hogares para que todos estemos saludables. En el condado de Marin, más de 10,000 hogares corren un riesgo inminente de desalojo después del 31 de enero, cuando finaliza la moratoria. Esto devastará a las familias y traerá un aumento importante en los casos de COVID.

Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Julissa Rodas

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Justo Mazariegos <Justo.Mazariegos.404209155@p2a.co>

Mon 1/11/2021 12:23 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Justo Mazariegos

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Karla Hernandez <Karla.Hernandez.403693492@p2a.co>

Thu 1/7/2021 12:39 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Karla Hernandez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Katharine Harer <Katharine.Harer.403686751@p2a.co>

Thu 1/7/2021 11:11 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Katharine Harer

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Keyly Gonzalez <Keyly.Gonzalez.404239747@p2a.co>

Mon 1/11/2021 5:01 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Keyly Gonzalez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Kristel Juarez <Kristel.Juarez.404211855@p2a.co>

Mon 1/11/2021 12:52 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Kristel Juarez

**Fw: We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now**

Kate Colin &lt;Kate.Colin@cityofsanrafael.org&gt;

Tue 1/5/2021 5:42 PM

**To:** Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Kate Colin  
Mayor, City of San Rafael



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**From:** Laura Jimenez <Laura.Jimenez.403264984@p2a.co>**Sent:** Tuesday, January 5, 2021 3:52 PM**To:** Kate Colin <Kate.Colin@cityofsanrafael.org>**Subject:** We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Dear Mayor Kate Colin,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Laura Jimenez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Lauren Bartone <Lauren.Bartone.403687589@p2a.co>

Thu 1/7/2021 11:20 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Lauren Bartone

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Leojana GOMEZ <Leojana.GOMEZ.404220396@p2a.co>

Mon 1/11/2021 1:57 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Leojana GOMEZ

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Leticia Gutiérrez <Leticia.Gutierrez.404208264@p2a.co>

Mon 1/11/2021 12:19 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Regards/Saludos,  
Leticia Gutiérrez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Levi Hernández <Levi.Hernandez.404474115@p2a.co>

Tue 1/12/2021 8:29 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Regards/Saludos,  
Levi Hernández

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Leydi Briceno <Leydi.Briceno.404263876@p2a.co>

Mon 1/11/2021 10:39 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Leydi Briceno

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Lia Rudnick Lee <LiaRudnick.Lee.404117067@p2a.co>

Sun 1/10/2021 9:03 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Regards,

Lia Rudnick Lee

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Lorena Lopez <Lorena.Lopez.180608548@p2a.co>

Mon 1/11/2021 12:28 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

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Regards,  
Lorena Lopez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Lourdes Barrera <Lourdes.Barrera.181475022@p2a.co>

Mon 1/11/2021 1:40 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

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Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Lourdes Barrera

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Lucia Martel Dow <Lucia.MartelDow.180505362@p2a.co>

Mon 1/4/2021 4:37 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Regards,  
Lucia Martel Dow

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Luis antonio Hernandez <Luisantonio.Hernandez.404206031@p2a.co>

Mon 1/11/2021 11:55 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Luis antonio Hernandez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Luis Mazariegos <Luis.Mazariegos.404259916@p2a.co>

Mon 1/11/2021 9:07 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Regards/Saludos,  
Luis Mazariegos

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Lynn Sondag <Lynn.Sondag.403685509@p2a.co>

Thu 1/7/2021 10:56 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Regards,  
Lynn Sondag

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Macario Camaja <Macario.Camaja.404250870@p2a.co>

Mon 1/11/2021 7:10 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Regards/Saludos,  
Macario Camaja

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Macario Cámara <Macario.Cmara.404250870@p2a.co>

Mon 1/11/2021 7:01 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Regards/Saludos,  
Macario Cámara

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Manuel Ochoa <Manuel.Ochoa.404209245@p2a.co>

Mon 1/11/2021 12:24 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Regards,  
Manuel Ochoa

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Marco Lorza <Marco.Lorza.403844331@p2a.co>

Fri 1/8/2021 4:14 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

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Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Marco Lorza

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Margo Leardini <Margo.Leardini.403244364@p2a.co>

Tue 1/5/2021 1:09 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Margo Leardini

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Mari Jones <Mari.Jones.403688876@p2a.co>

Thu 1/7/2021 11:38 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Mari Jones

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Maria Aguire <Maria.Aguire.404206482@p2a.co>

Mon 1/11/2021 11:58 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Maria Aguire

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Maria Chan <Maria.Chan.404205050@p2a.co>

Mon 1/11/2021 11:44 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Maria Chan

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

María Chan <Mara.Chan.404498371@p2a.co>

Wed 1/13/2021 6:27 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
María Chan

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Maria Craft-Neto <Maria.CraftNeto.403709494@p2a.co>

Thu 1/7/2021 3:31 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Maria Craft-Neto

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Maria Sarat Pastor <Maria.SaratPastor.404236380@p2a.co>

Mon 1/11/2021 4:22 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Regards,  
Maria Sarat Pastor

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Maria Silver <Maria.Silver.403694365@p2a.co>

Thu 1/7/2021 12:45 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Maria Silver

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Maria Vargas <Maria.Vargas.404210531@p2a.co>

Mon 1/11/2021 12:37 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Maria Vargas

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Maricela Gonzales <Maricela.Gonzales.404206833@p2a.co>

Mon 1/11/2021 12:07 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Maricela Gonzales

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Marina Palma <Marina.Palma.403686472@p2a.co>

Thu 1/7/2021 11:08 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Marina Palma

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Marinoli Deleon <Marinoli.Deleon.404206239@p2a.co>

Mon 1/11/2021 11:56 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

No hay una emergencia más grande ahora: debemos mantener a las personas en hogares para que todos estemos saludables. En el condado de Marin, más de 10,000 hogares corren un riesgo inminente de desalojo después del 31 de enero, cuando finaliza la moratoria. Esto devastará a las familias y traerá un aumento importante en los casos de COVID.

Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Marinoli Deleon

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Mario Gomez <Mario.Gomez.404219965@p2a.co>

Mon 1/11/2021 1:52 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

---

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Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Mario Gomez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Martha Morales <Martha.Morales.404262886@p2a.co>

Mon 1/11/2021 9:57 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

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This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Martha Morales

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Martin Malkin <Martin.Malkin.404136138@p2a.co>

Mon 1/11/2021 8:02 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Martin Malkin

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Marvin Mejia <Marvin.Mejia.404290155@p2a.co>

Tue 1/12/2021 8:26 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Marvin Mejia

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Mary Carol Winkler <MaryCarol.Winkler.404243788@p2a.co>

Mon 1/11/2021 5:44 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Mary Carol Winkler

**Fw: We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now**

Kate Colin &lt;Kate.Colin@cityofsanrafael.org&gt;

Tue 1/5/2021 5:43 PM

**To:** Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Kate Colin  
Mayor, City of San Rafael



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**From:** Mary Patricia Dougherty <MaryPatricia.Dougherty.403250565@p2a.co>**Sent:** Tuesday, January 5, 2021 1:55 PM**To:** Kate Colin <Kate.Colin@cityofsanrafael.org>**Subject:** We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Dear Mayor Kate Colin,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Mary Patricia Dougherty

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

max lopez <max.lopez.404206824@p2a.co>

Mon 1/11/2021 12:02 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
max lopez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Merlin Mazariegos <Merlin.Mazariegos.404290984@p2a.co>

Tue 1/12/2021 8:31 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Merlin Mazariegos

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Michael Pujals <Michael.Pujals.403245390@p2a.co>

Tue 1/5/2021 1:18 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Michael Pujals

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Miguel Delcid <Miguel.Delcid.404207382@p2a.co>

Mon 1/11/2021 12:07 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Miguel Delcid

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Milca Vasquez <Milca.Vasquez.404209696@p2a.co>

Mon 1/11/2021 12:29 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

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Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Milca Vasquez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Misael Rios <Misael.Rios.404210991@p2a.co>

Mon 1/11/2021 12:43 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Misael Rios

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Monica Sierra <Monica.Sierra.404221610@p2a.co>

Mon 1/11/2021 2:10 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Monica Sierra

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Nancy Van Horn <Nancy.VanHorn.404116130@p2a.co>

Sun 1/10/2021 8:37 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Nancy Van Horn

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Nelida Grisel Ramos Mendez <NelidaGrisel.RamosMendez.404255893@p2a.co>

Mon 1/11/2021 8:03 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Regards,

Nelida Grisel Ramos Mendez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Nely Hurtado <Nely.Hurtado.404263984@p2a.co>

Mon 1/11/2021 10:46 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Nely Hurtado

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Nery Deleon <Nery.Deleon.404209218@p2a.co>

Mon 1/11/2021 12:23 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Nery Deleon

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Nery Godoy <Nery.Godoy.404205555@p2a.co>

Mon 1/11/2021 11:50 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Nery Godoy

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Nicola Pitchford <Nicola.Pitchford.403219920@p2a.co>

Tue 1/5/2021 10:00 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Nicola Pitchford

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Noe Bautista <Noe.Bautista.404206301@p2a.co>

Mon 1/11/2021 11:57 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Noe Bautista

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

odalis chulim <odalis.chulim.404208219@p2a.co>

Mon 1/11/2021 12:15 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
odalis chulim

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Olga Ruiz <Olga.Ruiz.404210676@p2a.co>

Mon 1/11/2021 12:39 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

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Regards,  
Olga Ruiz

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Orquidia Oxlaj <Orquidia.Oxlaj.404207931@p2a.co>

Mon 1/11/2021 12:12 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Orquidia Oxlaj

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

oscar martinez <oscar.martinez.404209722@p2a.co>

Mon 1/11/2021 12:29 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
oscar martinez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Oswaldo Segura <Oswaldo.Segura.180630327@p2a.co>

Mon 1/11/2021 12:32 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Oswaldo Segura

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Pablo Chiti cac <Pablo.Chiticac.404207256@p2a.co>

Mon 1/11/2021 12:07 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Pablo Chiti cac

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Patrice Valdivieso <Patrice.Valdivieso.404113782@p2a.co>

Sun 1/10/2021 7:53 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Patrice Valdivieso

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Patrice Villars <Patrice.Villars.404114475@p2a.co>

Sun 1/10/2021 8:04 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Patrice Villars

**Fw: We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now**

Kate Colin &lt;Kate.Colin@cityofsanrafael.org&gt;

Wed 1/6/2021 7:57 AM

**To:** Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Kate Colin  
Mayor, City of San Rafael



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**From:** Patricia Barahona <Patricia.Barahona.403278079@p2a.co>**Sent:** Tuesday, January 5, 2021 6:48 PM**To:** Kate Colin <Kate.Colin@cityofsanrafael.org>**Subject:** We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Dear Mayor Kate Colin,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Patricia Barahona

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Paula Mejia <Paula.Mejia.404220855@p2a.co>

Mon 1/11/2021 2:02 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

---

Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Paula Mejia

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Paula Vásquez <Paula.Vsquez.404239242@p2a.co>

Mon 1/11/2021 4:55 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Paula Vásquez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Paulino Monterroso <Paulino.Monterroso.404202765@p2a.co>

Mon 1/11/2021 11:23 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Regards/Saludos,  
Paulino Monterroso

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Quintanilla marta <Quintanilla.marta.250597679@p2a.co>

Mon 1/11/2021 11:25 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Quintanilla marta

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Ramón García <Ramn.Garca.404209191@p2a.co>

Mon 1/11/2021 12:24 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Ramón García

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Raquel Diaz <Raquel.Diaz.404264631@p2a.co>

Mon 1/11/2021 11:24 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Raquel Diaz

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Reina Martha mejia <Reina.Marthamejia.404247883@p2a.co>

Mon 1/11/2021 6:28 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

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Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

No hay una emergencia más grande ahora: debemos mantener a las personas en hogares para que todos estemos saludables. En el condado de Marin, más de 10,000 hogares corren un riesgo inminente de desalojo después del 31 de enero, cuando finaliza la moratoria. Esto devastará a las familias y traerá un aumento importante en los casos de COVID.

Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Reina Martha mejia

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Rena Kay <Rena.Kay.404119029@p2a.co>

Sun 1/10/2021 10:10 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Rena Kay

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

rj wise <rj.wise.403733000@p2a.co>

Thu 1/7/2021 8:52 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
rj wise

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Rolinda Rodas <Rolinda.Rodas.404223302@p2a.co>

Mon 1/11/2021 2:26 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Rolinda Rodas

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Rosa Duarte <Rosa.Duarte.180490846@p2a.co>

Mon 1/11/2021 1:04 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Rosa Duarte

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Rosa Garcia <Rosa.Garcia.404208525@p2a.co>

Mon 1/11/2021 12:18 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Rosa Garcia

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Rosa Morales <Rosa.Morales.180890482@p2a.co>

Mon 1/11/2021 12:28 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Rosa Morales

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Rosa Vasquez <Rosa.Vasquez.404223843@p2a.co>

Mon 1/11/2021 2:32 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Rosa Vasquez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Rosalía Díaz <Rosalia.Daz.404468464@p2a.co>

Tue 1/12/2021 8:07 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Rosalia Díaz

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Rosemary Costello <Rosemary.Costello.399822403@p2a.co>

Tue 1/5/2021 12:08 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Rosemary Costello

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Ryn Zucker <Ryn.Zucker.403737565@p2a.co>

Thu 1/7/2021 11:42 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Ryn Zucker

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Samantha Ramirez <Samantha.Ramirez.403734270@p2a.co>

Thu 1/7/2021 9:20 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Samantha Ramirez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Sara Matson <Sara.Matson.404209669@p2a.co>

Mon 1/11/2021 12:34 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Regards,  
Sara Matson

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Selvin Flores <Selvin.Flores.404206275@p2a.co>

Mon 1/11/2021 11:57 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

No hay una emergencia más grande ahora: debemos mantener a las personas en hogares para que todos estemos saludables. En el condado de Marin, más de 10,000 hogares corren un riesgo inminente de desalojo después del 31 de enero, cuando finaliza la moratoria. Esto devastará a las familias y traerá un aumento importante en los casos de COVID.

Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Selvin Flores

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Sheila Mazariegos <Sheila.Mazariegos.180776858@p2a.co>

Mon 1/11/2021 12:26 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

No hay una emergencia más grande ahora: debemos mantener a las personas en hogares para que todos estemos saludables. En el condado de Marin, más de 10,000 hogares corren un riesgo inminente de desalojo después del 31 de enero, cuando finaliza la moratoria. Esto devastará a las familias y traerá un aumento importante en los casos de COVID.

Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Sheila Mazariegos

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Sheila Silis <Sheila.Silis.404217246@p2a.co>

Mon 1/11/2021 1:41 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

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Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Sheila Silis

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Sr. Mary Soher OP <SrMary.SoherOP.403342275@p2a.co>

Wed 1/6/2021 9:53 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,

Sr. Mary Soher OP

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Steve Fox <Steve.Fox.403688353@p2a.co>

Thu 1/7/2021 11:32 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Steve Fox

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Sulema Monterroso <Sulema.Monterroso.404446279@p2a.co>

Tue 1/12/2021 6:08 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

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Le insto a que promulgue inmediatamente una congelación de alquileres y ponga fin a los desalojos durante la pandemia.

Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

No hay una emergencia más grande ahora: debemos mantener a las personas en hogares para que todos estemos saludables. En el condado de Marin, más de 10,000 hogares corren un riesgo inminente de desalojo después del 31 de enero, cuando finaliza la moratoria. Esto devastará a las familias y traerá un aumento importante en los casos de COVID.

Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Sulema Monterroso

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Susan Goldsborough <Susan.Goldsborough.404423616@p2a.co>

Tue 1/12/2021 4:40 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Susan Goldsborough

**Fw: We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now**

Kate Colin &lt;Kate.Colin@cityofsanrafael.org&gt;

Tue 1/5/2021 5:42 PM

**To:** Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Kate Colin  
Mayor, City of San Rafael



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**From:** Susan Morgan <Susan.Morgan.403260212@p2a.co>**Sent:** Tuesday, January 5, 2021 3:00 PM**To:** Kate Colin <Kate.Colin@cityofsanrafael.org>**Subject:** We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Dear Mayor Kate Colin,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Susan Morgan

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Susan Peters <Susan.Peters.404208129@p2a.co>

Mon 1/11/2021 12:13 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Susan Peters

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Suzi Green <Suzi.Green.403692835@p2a.co>

Thu 1/7/2021 12:35 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Suzi Green

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Suzie Dods <Suzie.Dods.404237929@p2a.co>

Mon 1/11/2021 4:41 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic. Small landlords can receive help if necessary but very few are solely dependent on their units. People in the streets is NOT helpful

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Suzie Dods

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Teresa Cache <Teresa.Cache.404210540@p2a.co>

Mon 1/11/2021 12:37 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Teresa Cache

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Vaughan Acton <Vaughan.Acton.403689659@p2a.co>

Thu 1/7/2021 11:48 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Vaughan Acton

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Verlyn Hernandez <Verlyn.Hernandez.404205456@p2a.co>

Mon 1/11/2021 11:48 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

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Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Verlyn Hernandez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Vidal Yah Gomez <Vidal.YahGomez.404207210@p2a.co>

Mon 1/11/2021 12:06 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Vidal Yah Gomez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Vilma Mejia <Vilma.Mejia.404211800@p2a.co>

Mon 1/11/2021 12:51 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Vilma Mejia

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Wendoly Lopez <Wendoly.Lopez.404222781@p2a.co>

Mon 1/11/2021 2:22 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

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Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

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Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Wendoly Lopez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

William Electric Bill Weinberg <WilliamElectricBill.Weinberg.404048776@p2a.co>

Sat 1/9/2021 1:13 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic. In addition, I urge you to enact protection for landlords and property owners impacted by this emergency

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

Recovery is inextricably linked across communities and sectors; only together can we rise to the challenge and achieve stability and recovery. Residents rely on businesses for employment and on landowners for housing; businesses rely on residents as employees and customers, and landowners rely on residents and businesses as tenants.

There is no emergency greater now—we must keep people housed for us all to be healthy. In Marin County, over 10,000 households are at imminent risk of eviction after January 31st when the moratorium ends. This will devastate families and will bring a major spike in COVID cases.

This is the time for bold, extraordinary, and proactive policies that protect our shared well-being. We need bold and innovative policies. According to economists, and experts in public health and housing, the most effective and urgent policies for recovery and stability are to implement a rent freeze and extend eviction protections.

I urge you to look for a way to implement an immediate rent freeze and enact greater eviction protections across the county. In addition, please look for ways to defer foreclosure proceedings to protect property owners and spread the suffering to all involved including lenders.

Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
William "Electric Bill" Weinberg

**Fw: We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now**

Kate Colin &lt;Kate.Colin@cityofsanrafael.org&gt;

Wed 1/6/2021 7:58 AM

**To:** Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Kate Colin  
Mayor, City of San Rafael



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**From:** Xania Bytof <Xania.Bytof.403287150@p2a.co>**Sent:** Tuesday, January 5, 2021 10:10 PM**To:** Kate Colin <Kate.Colin@cityofsanrafael.org>**Subject:** We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Dear Mayor Kate Colin,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Xania Bytof

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Yakelin Duarte <Yakelin.Duarte.404284972@p2a.co>

Tue 1/12/2021 7:50 AM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

It is imperative that we act with courage and conviction, in bold and proactive policy implementation.

You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Es imperativo que actuemos con valentía y convicción en la implementación de políticas audaces y proactivas.

Usted conoce el devastador impacto que la pandemia y las políticas de refugio en el hogar han tenido en familias de bajos ingresos, trabajadores esenciales y propietarios de terrenos residenciales y comerciales en nuestra comunidad y en todo el condado. Necesitamos medidas de emergencia a nivel local para proteger a nuestras familias y empresas.

La recuperación está indisolublemente conectada entre comunidades y actividades; sólo juntos podemos hacer frente al desafío y lograr la estabilidad y la recuperación. Los residentes dependen de las empresas para obtener empleo y de los propietarios para la vivienda; las empresas dependen de los residentes como empleados y clientes, y los propietarios dependen de los residentes y las empresas como inquilinos.

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Este es el momento de adoptar políticas audaces, extraordinarias y proactivas que protejan nuestro bienestar compartido. Necesitamos políticas audaces e innovadoras. Según economistas y expertos en salud pública y vivienda, las políticas más efectivas y urgentes para la recuperación y la estabilidad son implementar un congelamiento de alquileres y extender las protecciones contra desalojos.

Los insto a buscar una manera de implementar un congelamiento de renta inmediato y promulgar mayores protecciones contra desalojos en todo el condado.

Únase a nosotros en esta campaña para una recuperación rápida, segura y viable.

Regards/Saludos,  
Yakelin Duarte

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Yanira Pérez <Yanira.Prez.404213268@p2a.co>

Mon 1/11/2021 1:07 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Regards/Saludos,  
Yanira Pérez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now (Bilingual)

Yenifer Lopez <Yenifer.Lopez.404222312@p2a.co>

Mon 1/11/2021 2:18 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Estimado(a) City Clerk Lindsay Lara,

(Esta es una comunicación bilingüe)

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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Regards/Saludos,  
Yenifer Lopez

## We Need Bold, Innovative Actions for Pandemic Survival and Recovery Now

Yolanda Oviedo <Yolanda.Oviedo.404244813@p2a.co>

Mon 1/11/2021 5:54 PM

To: Lindsay Lara <Lindsay.Lara@cityofsanrafael.org>

Dear City Clerk Lindsay Lara,

I urge you to immediately enact a rent freeze and put a stop to evictions during the pandemic.

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You know the devastating impacts that the pandemic and the shelter-in-place policies have had on low-income families, essential workers, and residential & commercial landowners in our community and across the county. We need emergency measures at the local level to protect our families and businesses.

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Join us in this campaign for a rapid, safe, and viable recovery.

Regards,  
Yolanda Oviedo



**SAN RAFAEL CITY COUNCIL AGENDA REPORT**

**Department: City Manager’s Office**

**Prepared by: Cory Bytof,  
Sustainability Program Manager**

**City Manager Approval:** 

**TOPIC            MARIN SANITARY SERVICE RATES AND FEES FOR 2021**

**SUBJECT        RESOLUTIONS OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL:**

**A. AMENDING THE MASTER FEE SCHEDULE INCREASING THE REFUSE IMPACT FEE, TO BE EFFECTIVE RETROACTIVELY TO JANUARY 1, 2021.**

**B. ESTABLISHING MAXIMUM RATES COLLECTED BY MARIN SANITARY SERVICE FOR REFUSE AND RECYCLABLE MATERIAL COLLECTION AND DISPOSAL SERVICES, TO BE EFFECTIVE RETROACTIVELY TO JANUARY 1, 2021, and**

**RECOMMENDATIONS**

1. Adopt a resolution amending the Master Fee Schedule to increase the Refuse Impact Fee, to be effective retroactively to January 1, 2021.
2. Adopt a resolution establishing maximum rates collected by Marin Sanitary Service for Refuse and Recyclable Material Collection and Disposal Services with the addition of an Illegal Dumping Pilot Program to be effective retroactively to January 1, 2021.

**EXECUTIVE SUMMARY**

This report details the rate adjustment proposal for 2021 necessary for Marin Sanitary Service (MSS) to provide refuse, recycling, and organic materials composting, hauling, and processing for customers (“rate payers”) in San Rafael. Rate payers include residential homeowners, apartment owners, commercial property owners, and other businesses and tenants that pay solid waste bills from MSS. In addition, this report proposes to amend the City’s Master Fee Schedule to include an increase to the annual Refuse Impact Fee for the road impacts of refuse vehicles. The proposed rate adjustment would increase rates 5.49% over 2020 levels for all rate payers. It includes adjustments based on the contractually agreed-upon rate-setting methodology the City has with Marin Sanitary Service, and also includes an increase to the Refuse Impact Fee and an extension of the Illegal Dumping Pilot Program. The proposed rate adjustment is based upon independent third-party reviews of each by R3 Consulting Group, Inc. (R3).

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**FOR CITY CLERK ONLY**

**File No.:** \_\_\_\_\_

**Council Meeting:** \_\_\_\_\_

**Disposition:** \_\_\_\_\_

## **BACKGROUND**

Each year, the City Council holds a public hearing to set the maximum collection rates that can be charged by Marin Sanitary Service (MSS) in the City of San Rafael. These rates are based on a specific methodology contained in the Franchise Agreement the City has with MSS. This methodology was changed in 2018 when the Council adopted the [third amendment to the Franchise Agreement](#) with Marin Sanitary Service. The Background section of this report will provide the overall context of the rate-setting process, the changes that occurred in the Franchise Agreement, the services Marin Sanitary Service provides in San Rafael, and relevance to State law.

### Franchise Agreement and Franchisors' Group

Article XI of the California Constitution and the California Public Resources Code allows cities to regulate refuse and recycling services and to collect a franchise fee from any provider of such services. MSS is our sole provider of refuse hauling and recycling services and performs these services in many surrounding communities as well. These services are pursuant to a Franchise Agreement between the City and MSS, which outlines the services that must be provided by MSS as well as a methodology to be followed to set customer rates each year.

All of the jurisdictions in Marin that have similar agreements with MSS work together to share information and reduce costs: the City of San Rafael, City of Larkspur, the Towns of Ross, San Anselmo, and Fairfax, the Las Gallinas Valley Sanitary District, and the County of Marin. This Marin franchisors' group ("franchisors") meets throughout the year to oversee MSS's operations and works together to conduct a single annual rate review analysis rather than each jurisdiction having to conduct and pay for a separate review.

Our current Franchise Agreement is the "Third Amendment to the Amendment and Restatement of Collection Agreement of the City of San Rafael with Marin Sanitary Service" and was [adopted by Council in 2018](#). The amendment was one of several outcomes of a 2-year process of analysis and negotiations with MSS intended to provide more stable and predictable rates, continued verifiable high levels of service, and a simplified and cost-effective rate-setting methodology that also improves accuracy and transparency.

### State Law

In 2016, recognizing the negative impacts of organic materials decomposing in landfills on climate change, the State of California started mandating that businesses with certain thresholds of refuse disposal compost their organic materials (AB 1826). Beginning in 2022 Senate Bill (SB) 1383 will mandate that all residents and businesses divert their organic waste, and mandates local governments to enforce participation in organic waste diversion programs. SB 1383 will also place new requirements on local governments to implement, monitor and enforce participation in organic waste diversion programs, and CalRecycle will be authorized to fine local governments that don't comply. The franchisors will be working with R3 Consulting Group, Inc. in the coming year to ensure compliance with SB 1383 and assess opportunities to create economies of scale working together to implement the law.

### Marin Sanitary Service Programs and Services

MSS provides residential, commercial and multi-family refuse services, including garbage, recycling and organics (food waste and green waste diversion) collection and processing. MSS also provides garbage and recycling pick-up for City facilities, parks, and all sidewalk receptacles downtown and throughout San Rafael. MSS is a key partner in the City's environmental goals as well as the City and County's Zero Waste Goals. MSS conducts the majority of the outreach for the City for the State's Mandatory Commercial Recycling and Mandatory Composting laws (AB

341 and AB 1826), which place requirements on businesses to recycle and divert organic waste and require annual monitoring and notifications to non-compliant businesses. MSS also has a robust community outreach and education program, and conducts numerous programs and community offerings, including an annual free compost giveaway and customer education event. All their services including a new "[Where Does it Go, Joe](#)" recycling lookup feature can be found on their website at [MarinSanitaryService.com](http://MarinSanitaryService.com).

## **ANALYSIS**

### History of Rate Adjustments

Over the past ten years rate adjustments for San Rafael have ranged from less than one percent to over 10% with an average of 5.28% annually. Last year's adjustment was 4.85% and included some legacy true-ups and recycling losses, which will be sunset after 2021, as well as an Illegal Dumping Pilot project which is being proposed to continue. Many factors contribute to the fluctuation in rates for refuse haulers, including a growing amount of solid waste, recycling, and organic (compostable) materials generated by residents and businesses, increasing costs of processing recyclables and organic materials, dramatic changes in the value of recyclable materials, increasing costs of labor and insurance, and changes in State laws and government fees.

### Rate Adjustment for 2021

Attachment C is the independent third-party analysis and report of Marin Sanitary Service's 2021 Rate Application, which was conducted by R3 Consulting Group, Inc. (R3). It breaks down the areas impacting the rates as an average for the franchisors as a whole. San Rafael's base rate adjustment is 3.64%. As shown in the report, Collector Operations comprised most of the rate adjustment and was calculated using the Consumer Price Index (CPI) for Water, Sewer and Trash Collection. The second highest factor included the costs of processing recyclables and organics and the disposing of waste. All told, the new rate setting methodology has been effective in keeping rate adjustments predictable.

Note that some of the increase this year is due to legacy true-ups in fuel and oil, garbage landfilling, and organics processing that will sunset after 2021. Staff anticipates new expenses in 2022 related to SB 1383 as referenced above, particularly in regard to updates to our refuse ordinance, reporting, outreach, and enforcement, and other mandates included in the law. In addition, COVID-19 impacts to local businesses have resulted in reductions in refuse service, and consequently reductions in revenue for MSS. Staff will be working with MSS, R3, and the other franchisors in the coming year to better understand the impacts related to the SB 1383 regulations and COVID-19 and to identify efficient and cost-effective ways to address them.

### Illegal Dumping Pilot Program

Illegal dumping has been a persistent and costly problem for San Rafael, and the City receives over 300 complaints every year from residents and businesses alike. The Department of Public Works estimates the annual fiscal impact to the City at approximately \$250,000, including staff time and disposal associated with illegal dumping. The Streets Division generally spends one full day each week collecting and disposing of illegally dumped items. Illegal dumping not only affects the City's budget and staff resources but is a health and quality of life issue for everyone in San Rafael. This issue is not unique to San Rafael, and some cities such as Oakland spend several million dollars per year abating illegal dumping.

The City has done a lot to try to address the problem, including regular abatement by the Department of Public Works, contracting with Downtown Streets Team, a cross-departmental Together San Rafael team, and a MSS pilot included in last year's rates. The MSS pilot was

meant to test three upstream options to reduce the prevalence of illegal dumping and therefore lessen the time and costs associated with the downstream effects. While other parts of the Together San Rafael project were geared toward enforcement and education, these pilot programs were more focused on disposal options and prevention.

1. **Bulky waste collection events** in the Canal Neighborhood. This showcased the program in our most impacted neighborhood while offering a nearby opportunity to dispose of items for residents with limited access to transportation options. It also allowed us to gather more data through in-person surveys and engagements, gauge people's familiarity with our other programs, and provide community education.
2. **Voucher program for multi-family residents** in the Canal, Bret Harte and Gerstle Park neighborhoods. This allowed residents to utilize a voucher to dispose of unwanted bulky items when they needed to dispose of them. This flexibility is important because often people need to replace an item or move by a certain date and don't have the luxury/availability of storing them until a local bulky waste collection event. The voucher program was included to determine participation levels and costs compared to the collection events to see which would be more useful and cost-effective.
3. **Commercial coupon program** for businesses that have experienced illegal dumping on their property. This allowed us to offer support to business/property owners who are victims of illegal dumping. It also offered opportunities to educate them about how to protect their property through [environmental design](#) and a mini-grant program we developed to offset some of the costs.

Unfortunately, the programs were scheduled to begin when the COVID-19 shelter in place public health order was put into effect in March 2020, thus reducing our ability to conduct some aspects of the pilot including in-person outreach and promotion to both residents and businesses. Consequently, our data is limited, and we were not able to assess the relative merits of these different activities. However, it also meant that we have unspent funds with which to apply to the 2021 proposed pilot extension. Consequently, staff is recommending extending this pilot project at least one more year at a reduced impact to the rates. The illegal dumping pilot program adds 0.3% to this year's rate adjustment. Some of the additional funding necessary to fulfill the pilots' goals and activities in 2021 will be funded through our Zero Waste Grant, and the Team will be looking for additional funding and innovations as the year progresses. The recommendation includes working with R3 to assist with the financial analysis and engaging a consulting firm that specializes in behavior change, marketing, and data-driven strategies.

This year we are also expanding the Together San Rafael Team, which embraced a bold challenge: to reduce illegal dumping in San Rafael 50% by 2025. The Team is expanding its data gathering and research, will be engaging stakeholders from outside of City staff including other agencies and community members, and has developed a public, data-driven "[story map](#)" where people can learn about what the City is doing to address this issue. This pilot will contribute to the overall program goal to develop a longer-term suite of solutions that is sustainable, equitable, and efficient.

### Refuse Impact Fee

In 1996, the City Council commissioned a study conducted by Management Services Institute (MSI) that identified the full cost of all services provided to the community. In September 1997, an ordinance was approved which established percentages of cost recovery goals for over 150 municipal services and instituted in a Master Fee Schedule (Schedule). Based upon recommendations from the consultant and staff, the approved ordinance established cost

recovery goals for City services. The Schedule set forth the necessary rates to achieve the cost recovery goals created in the 1997 ordinance. Since then, City staff has completed updates to that original study and has updated the Master Fee Schedule several times in order to accommodate changes to services and/or their associated costs.

In 2003 a study was commissioned to determine the impacts of construction and refuse vehicles in the City of San Rafael. In 2004, the City Council included a Refuse Impact Fee (RIF) and a Construction Impact Fee in the Master Fee Schedule to account for the extra impacts and damages that large, industrial vehicles cause on our local roads. Construction vehicle impact fees were determined as a percentage of the project cost. Refuse vehicle impact fees were determined as a set amount of \$196,000 per year. These fees are represented in Table 1, in sections 09.03.00 and 09.04.00 of the Schedule, and this report only addresses revisions to the Refuse Impact Fee ("RIF"), section 09.03.00.

It is recommended that refuse vehicle impact fees are revisited and revised every five years since they are a set dollar figure relative to street maintenance costs and impacts. In November 2012 an analysis was conducted, and the RIF was adjusted to a set amount of \$443,000 per year. In September 2020, R3 conducted an analysis to determine the portion of the City's street maintenance costs that are attributable to refuse vehicles. This analysis is provided in Attachment D: Solid Waste Collection Vehicle Impact Fee Study.

Due to the backlog of road impacts and deferred maintenance (which have grown significantly over time) and given detailed traffic data and current refuse vehicle trip information, the analysis justifies an increase in the RIF of \$1,037,000 for a total of \$1,480,600 per year. Following are some of the factors contributing to the analysis.

A single large truck has as much impact as thousands of automobiles, and refuse trucks are typically the heaviest trucks regularly operating on residential streets. MSS's refuse vehicles operate 5-6 days per week, providing trash, recycling and composting services as well as debris box rentals to residential customers and small and large commercial customers. As shown in Attachment D, MSS's vehicles contribute 1.2% of the impact on the City's commercial streets and 22.2% of the impact on the City's residential streets.

The City's Pavement Condition Index (PCI), which is a standard way to measure the condition of local roads, is 67 out of 100. This is considered "at risk to fair" by Metropolitan Transportation Commission standards. About 14% of the City's roads are in the "poor" category with a PCI of less than 50. Studies have shown that every dollar spent maintaining roads having a PCI of 70 or higher saves \$4 down the road because it is significantly more expensive to rehabilitate the road once rapid deterioration occurs. A recent Pavement Management Report conducted for the City shows the City's backlog of streets and roads maintenance was approximately \$25.8 million in 2020 and will grow to \$44.6 million by 2024 given current funding levels (\$2 million per year). If the City were to fund the maintenance necessary to get to an overall PCI of 72 – 70 to 100 is considered "good" – the annual cost would require an additional \$3.2 million (for \$5.2 million in annual funding) and would stem the growth in unfunded backlog to \$36.2 million by 2024.

R3 analyzed two options for the City to increase the RIF: a one-year adjustment, capturing all of the increase in 2022, which would add 4.67% to this year's rate adjustment or a 3-year adjustment, spreading the increase over a three-year time period, which would add 1.55% to the rate adjustment. Given the significant economic impacts that COVID-19 has had on the community, staff is recommending spreading the RIF across the 3 years.

## SAN RAFAEL CITY COUNCIL AGENDA REPORT / Page: 6

The RIF portion of the rate review equates to roughly \$0.67 per month increase for our most common residential customers that subscribe to the 32-gallon trash service. For our most common commercial customers with 3-cubic yards of garbage collected one-time weekly the RIF portion equates to a \$8.30 per month increase.

Year 2 of the RIF increase (RIF funded to \$1,134,933 in 2022) would add roughly 1.33% to the annual based rate adjustment with similar impacts to residents and businesses as shown above. Year 3 of the RIF increase (RIF would be fully funded at \$1,480,600 in 2023) would add somewhat less than 1.33% to the annual based rate adjustment, with similar impacts to residents and businesses as shown above. Amortizing the RIF over the three years does result in, the City foregoing approximately \$1,037,000 to the streets and roads fund over the three-year period. However, the staff recommendation is to amortize it over 3 years because it would minimize the impact to residents and businesses by providing a gradual implementation of the fee over time. The rate adjustment would therefore be within the average annual increase while also providing additional necessary funds for the streets and roads budget.

### Conclusion

R3 reviewed the application and all relevant documents and financial schedules with MSS, including the Illegal Dumping Pilot extension and the Refuse Impact Fee adjustment that are discussed above. Staff recommends the following 2021 rate adjustment:

2021 Base Increase	3.64%
2021 Illegal Dumping Pilot Funding	0.30%
First of 3 years RIF at \$789,267 in 2021	1.55%
<u>Total Rate Increase</u>	<u>5.49%</u>

This rate adjustment would result in an overall increase of \$2.38 per month for a residential 32-gallon cart, which is the most common cart size, for a total of \$45.75. For a common commercial size there would be an overall increase of \$29.41 per month for a 3 cubic yard bin totaling \$565.14 per month. Recycling is included in all accounts and customers can reduce their regular landfill container size or pickup schedule resulting in lower rate by recycling and by reducing overall waste generation.

R3 conducted a survey of Bay Area solid waste rates as part of the rate review, included in Attachments 3, 4, and 5 of their report. It summarizes the survey data for residential 30-35 gallon can weekly service with curbside recycling and organics pickup. Note though, that proposed 2021 rates are not available for other jurisdictions yet. This summary compares proposed San Rafael 2021 base rates to other jurisdictions' 2020 actual rates, which will certainly increase. Using this comparison, San Rafael's rates are slightly higher than other Bay Area jurisdictions and slightly lower than most other Marin jurisdictions. It is important to note that jurisdictions often provide different services and service levels, making apples-to-apples comparisons problematic. San Rafael's rates have traditionally been comparable with rates in other Bay Area jurisdictions, while often providing more services.

As in previous years, staff is recommending that the rate adjustment be applied across the board to all residential, multi-family and commercial service accounts. Actual rates for all services are provided in Attachment E: 2021 Schedule of Rates.

**COMMUNITY OUTREACH**

Notice of the public hearing was published twice in the *Marin Independent Journal* (Attachment F) and emailed to all names on file with the City Clerk and City Manager's Office. Information on the maximum annual rate that MSS can collect is available at the City Clerk's office during the 10 days prior to the public hearing. The proposed rate information was also provided directly to the San Rafael Chamber of Commerce, the Business Improvement District, Marin Builder's Association, and other interested parties.

**FISCAL IMPACT**

Attachment E contains the complete rate request. If approved, the rates would be applied to all customer types and service options and satisfies the City's contractual obligations to meet the MSS revenue requirement to cover costs for San Rafael refuse and recycling services, including franchise fees. Increasing the Refuse Impact Fee will result in increases to these fees paid by MSS to the City.

**OPTIONS**

1. The staff recommended option is to adopt a resolution amending the Master Fee Schedule setting the Refuse Impact Fee at \$789,267 effective retroactively to January 1, 2021, and at \$1,134,933 effective January 1, 2022, and at \$1,480,600 effective January 1, 2023 (spreading over three years), and

Adopt a resolution establishing maximum rates collected by Marin Sanitary Service for Refuse and Recyclable Material Collection and Disposal Services, to be effective retroactively to January 1, 2021 with the addition of an Illegal Dumping Pilot Program for a total increase of 5.49% over 2020 rates, or

2. An alternative option would be to adopt a resolution amending the Master Fee Schedule setting the Refuse Impact Fee at \$1,480,600 (total amount in one year), and

Adopt a resolution establishing maximum rates collected by Marin Sanitary Service for Refuse and Recyclable Material Collection and Disposal Services, to be effective retroactively to January 1, 2021 with the addition of an Illegal Dumping Pilot Program for a total increase of 8.61% over 2020 rates, or

3. Do not adopt either resolution at this time and direct staff to come back with more information.

**RECOMMENDED ACTION**

1. Adopt a resolution amending the Master Fee Schedule setting the Refuse Impact Fee at \$789,267 effective retroactively to January 1, 2021, and at \$1,134,933 effective January 1, 2022, and at \$1,480,600 effective January 1, 2023, and
2. Adopt a resolution establishing maximum rates collected by Marin Sanitary Service for Refuse and Recyclable Material Collection and Disposal Services, to be effective retroactively to January 1, 2021 with the addition of an Illegal Dumping Pilot Program for a total increase of 5.49% over 2020 rates.

**ATTACHMENTS**

- Attachment A: Resolution for Master Fee Schedule
- Attachment B: Resolution for Rate Setting
- Attachment C: R3 Review of Marin Sanitary Service's 2021 Rate Application
- Attachment D: R3 Solid Waste Collection Vehicle Impact Fee Study
- Attachment E: 2021 Schedule of Rates
- Attachment F: Public Hearing Notice

**RESOLUTION NO.**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL AMENDING THE MASTER FEE SCHEDULE INCREASING THE REFUSE IMPACT FEE, TO BE EFFECTIVE RETROACTIVELY TO JANUARY 1, 2021**

**WHEREAS**, the City Council first adopted a Master Fee Schedule on January 5, 2004, by Resolution 11473, Ordinance No. 1818, which included a Refuse Impact Fee based upon a Refuse Vehicle Street Maintenance Cost Analysis conducted by HF&H Consultants, LLC; and

**WHEREAS**, the City Council updates the Master Fee Schedule from time to time to reflect changes in the costs of providing services to the public; and

**WHEREAS**, the City's average annual street maintenance budget in the Department of Public Works is \$2,000,000 with a 2020 deferred street maintenance amount of \$25,803,042; and

**WHEREAS**, the City Council is in receipt of, and accepts a new Solid Waste Collection Vehicle Impact Fee Study dated December 7, 2020 conducted by R3 Consulting Group, Inc. (the "R3 Study"); and

**WHEREAS**, it is the intention of the City Council to amend the Master Fee Schedule to include a revised Refuse Impact Fee based on the City's budgeted and projected costs reasonably borne through the annual street maintenance budget, as supported by and detailed in the R3 Study; and

**WHEREAS**, on January 19, 2021 the City Council held a public hearing duly noticed pursuant to Government Code Sections 66018 and 6062a, to consider the proposed amendment of Master Fee Schedule; and

**WHEREAS**, the City Council has determined that such fee adjustment is proper, in the best interest of all citizens, and will promote public health, safety and welfare;

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of San Rafael hereby amends the existing Master Fee Schedule to revise the Refuse Impact Fee, as shown in Table 1, Section 09.03.00, to increase the fee from \$443,600 per year to \$789,267 effective January 1, 2021; increasing to \$1,134,933 effective January 1, 2022; and increasing to \$1,480,600 effective January 1, 2023.

I, Lindsay Lara, City Clerk of the City of San Rafael, hereby certify that the foregoing Resolution was duly and regularly introduced and adopted at a regular meeting of the City Council of the City of San Rafael, held on Tuesday, the 19<sup>th</sup> day of January 2021 by the following vote, to wit:

AYES: Councilmembers:  
NOES: Councilmembers:  
ABSENT: Councilmembers:

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LINDSAY LARA, City Clerk

**RESOLUTION NO.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL  
ESTABLISHING MAXIMUM RATES COLLECTED BY MARIN SANITARY SERVICE  
FOR REFUSE AND RECYCLABLE MATERIAL COLLECTION AND DISPOSAL  
SERVICES, TO BE EFFECTIVE RETROACTIVELY TO JANUARY 1, 2021**

**WHEREAS**, the City of San Rafael and Marin Sanitary Service have entered into an “Amendment and Restatement of Collection Agreement of the City of San Rafael and Marin Sanitary Service,” dated September 4, 2001 and amended by a written first amendment dated March 1, 2005, a written second amendment dated November 14, 2012, and a written third amendment dated February 25, 2019 (hereafter the “Franchise Agreement”); and

**WHEREAS**, Section 3 (B) of the Franchise Agreement provides for maximum rates allowed to be collected by Marin Sanitary Service, to be amended from time to time by the City Council; and

**WHEREAS**, Exhibit "C" of the Franchise Agreement provides for approved rate schedules, as amended by the City Council from time to time, to be included as part of the Collection Agreement; and

**WHEREAS**, Marin Sanitary Service has submitted a rate application request using the methodology outlined under Section 3 (A) of the Franchise Agreement; and

**WHEREAS**, the City of San Rafael has conducted a review of said rate application and produced a report recommending rate and fee adjustments; and

**WHEREAS**, on January 19, 2021 the City Council held a duly noticed public hearing to consider the rate application request and receive public testimony thereon; and

**WHEREAS**, the City of San Rafael has determined that such rate and fee adjustments are proper, in the best interest of all citizens, and will promote public health, safety and welfare.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SAN RAFAEL DOES RESOLVE, DETERMINE AND ORDER AS FOLLOWS:** The 2021 Schedule of Rates attached as an attachment to the staff report for this resolution is hereby approved to be collected by Marin Sanitary Service for refuse and recyclable material collection and disposal services, at an increased rate of 5.49% from 2020, to be effective retroactively to January 1, 2021. Said 2021 Schedule of Rates shall be incorporated as the revised Exhibit "C" to the Franchise Agreement.

I, Lindsay Lara, City Clerk of the City of San Rafael, hereby certify that the foregoing Resolution was duly and regularly introduced and adopted at a regular meeting of the City Council

of the City of San Rafael, held on Tuesday, the 19<sup>th</sup> day of January 2021 by the following vote, to wit:

AYES: Councilmembers:

NOES: Councilmembers:

ABSENT: Councilmembers:

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LINDSAY LARA, City Clerk

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**Northern California Office**

1512 Eureka Road, Suite 220, Roseville, CA 95661  
 Tel: 916-782-7821 | Fax: 916-782-7824

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November 25, 2020

Ms. Cristine Alilovich  
 Assistant City Manager  
 City of San Rafael  
 1400 Fifth Avenue  
 San Rafael, CA 94919

Mr. Joe Chinn  
 Town Manager  
 Town of Ross  
 31 Sir Francis Drake Blvd  
 Ross, CA 94957

Ms. Elizabeth Lewis  
 Assistant Director  
 County of Marin  
 Department of Public Works  
 3501 Civic Center Drive, Suite 304  
 San Rafael, CA 94903

Garret Toy  
 Town Manager  
 Town of Fairfax  
 142 Bolinas Road  
 Fairfax, CA 94930

Mr. Mike Prinz  
 300 Smith Ranch Road  
 San Rafael, CA 94903  
 General Manager  
 Las Gallinas Valley Sanitary District

David Donery  
 Town Manager  
 Town of San Anselmo  
 525 San Anselmo Ave  
 San Anselmo, CA 94960

Mr. Dan Schwarz  
 City Manager  
 City of Larkspur  
 400 Magnolia Avenue  
 Larkspur, CA 94939

**Subject: Review of Marin Sanitary Service's 2021 Rate Application**

Dear Ms. Alilovich, Mr. Klock, Mr. Prinz, Mr. Schwarz, Mr. Chinn, Mr. Toy, and Mr. Donery,

R3 Consulting Group, Inc. (R3) is pleased to submit this report detailing the results of our review of Marin Sanitary Service's (MSS's) 2021 rate application for the agencies (comprised of the City of San Rafael, County of Marin, Las Gallinas Valley Sanitary District, City of Larkspur, Town of Ross, Town of Fairfax, and the Town of San Anselmo) served by MSS (altogether "agencies").

Rate Year 2021 will be the first year that the Towns of Fairfax and San Anselmo are included in this rate setting application. This report summarizes results from a review of MSS's 2021 indexed rate application per the new streamlined rate setting methodology established in 2019. The new methodology is described in the amended Exhibit B to the MSS franchise agreement with the agencies, which ratified by all agencies except San Anselmo and Fairfax during the 2019 Rate Application process, and which San Anselmo and

Fairfax adopted during the 2020 Rate Application process. This is the first consolidated report of an MSS area-wide rate application, incorporating all agencies.

## Marin Sanitary Application for 2021 Rate Adjustment

On August 28, 2020, MSS submitted its application for an increase to its solid waste rates, to be effective January 1, 2021 (Attachment 1). This is an indexed year rate adjustment, which primarily projects compensation due to MSS based on the applicable water-sewer-trash CPI Index (WST). Per Exhibit B, the rate adjustment is subject to a 2.5% minimum and a 5% maximum rate cap for MSS' operations.

Based on our review of the rate application, R3 concurs that an overall area-wide rate increase of 3.83% (MSS agencies a whole) is appropriate to compensate MSS for solid waste services. Each agencies' rate increase differs slightly from the overall rate increase, with the individual rate increases shown below in Table 1:

**Table 1**  
**2021 Rate Increase by Agency**

City of San Rafael	3.64%
City of Larkspur	3.84%
County of Marin	3.95%
Las Gallinas Valley Sanitary District	4.24%
Town of Ross	4.24%
Town of San Anselmo	3.95%
Town of Fairfax	4.73%

### Indexed Operating Compensation

Per Exhibit B, compensation for Collector Operations are adjusted using the CPI index for Water and Sewer and Trash Collection. R3 used Bureau of Labor Statistics data to verify the calculated increase of 2.91% from June the prior year, and its application to the approved Rate Year 2020 Collector Operations amount for MSS. The result is \$29,468,406 in Collector Operations for Rate Year 2021.

Collector Operations compensates MSS for labor, benefits, general and administrative, depreciation and lease, maintenance, fuel and oil. Additional operating true-ups (which are soon to expire and do not apply to San Anselmo or Fairfax) for 2019 – 2021 are discussed further on in this report and are not increased annually with other Collector Operations.

### Tipping Fees

Garbage Landfilling and Organics Processing is calculated using 2021 projected tonnages multiplied by the 2021 tipping fees calculated in accordance with Exhibit B. This is based on the actual per ton tipping fees for each waste stream category, or if unavailable, projected tipping fees are calculated using the current year per ton tipping fees escalated by the change in WST— subject to a minimum increase of 2.5% and a maximum increase of 5.0%.

R3 verified MSS's projected Rate Year 2021 tons and the per ton tipping fees for the following categories: residential garbage, residential green waste/organics, commercial garbage, commercial mixed waste for processing, commercial food scraps, and MSS-served agencies' waste delivered to MSS. Per Exhibit B, R3

confirmed that MSS correctly projected tons by category using annualized actual tons for the first six months of the current rate year and, as actual tipping fees are unavailable, applied the 2.91% WTS adjustment to project 2021 per ton tip fees. The result is \$5,404,532 for Rate Year 2021.

### **True-ups Applicable for 2021 Rate Year**

Per Exhibit B, fuel and disposal true-ups apply only to the rate revenue requirements for Rate Years 2019, 2020, and 2021, in the total overall amount of \$98,074. No further revenue for prior true-ups will be collected via the rates or due to MSS. These true-ups are allocated to all agencies except the Towns of San Anselmo and Fairfax, and this is the last year that such true-ups will be included in the rate application.

#### Fuel and Oil True-up

R3 verified the Fuel and Oil True-up was appropriately applied and in the correct amount: \$80,477.

#### Garbage Landfilling and Organics Processing True-up

R3 verified the Garbage Landfilling and Organics Processing True up was appropriately applied and in the correct amount: \$17,597.

### **Change in Law AB 1826**

The rate setting methodology allows for the recovery of additional costs associated with changes in law and/or new state mandates. For increased operating expenses due to AB 1826 Mandatory Commercial Organics Recycling, MSS has included its rate application a line item called Change in Law – AB 1826 Costs in the amount of \$3,996. This cost recovery item was added and approved in MSS's 2020 Rate Adjustment application to account for Recyclist subscription costs. MSS expects this line item will continue to be present in future rate applications to reflect the annual incremental costs associated with state mandates. During the review R3 and MSS established adjustments to this line item for 2021 to account for minor discrepancies in allocations in 2020 to ensure consistent treatment between agencies.

### **MSS 2021 Profit Calculation**

R3 reviewed the calculation of MSS's profit, which is a function of total allowable operating expenses (\$34,975,008), divided by the contractually set operating ratio of 90.5% and subtracting the same sum, rounded to the nearest dollar. For Rate Year 2021 this yields \$3,671,410. MSS's actual profit achievement will vary depending on the company's real revenues and expenses. As such, profit is not guaranteed and in the rate application is a calculated value component of MSS's annual revenue requirement for the purpose of setting rates.

### **Recyclable Materials Processing**

A net recyclable materials processing cost is calculated each year to share the risks and rewards of recycling markets between rate payers and MSS. Per Exhibit B, the Recyclable Materials Processing cost is escalated by the annual change in the WST and that amount is then divided by the number of all tons of recyclable materials processed at Marin Recycling Center from July 1 of the prior rate year through June 30 of the current rate year.

The recyclable materials revenue amount is calculated based on 90% of the total revenue received by the Marin Recycling Center for recyclable materials, which is then divided by the number recyclable material tons processed at Marin Recycling Center. The calculation does not include income or tons from recyclable

Review of Marin Sanitary Service's 2021 Rate Application  
November 25, 2020  
Page 4 of 8

materials processed for third parties or agencies that were not customers of MSS or the Marin Recycling Center as of December 31, 2018. For Rate Year 2021, the resulting Net Recyclable Materials Processing Cost Per Ton is \$53.78.

R3 reviewed supporting documentation for completeness and accuracy to verify the \$1,077,857 net Recyclables Materials processing for Rate Year 2021. This is based on 20,042 tons of recyclable materials collected from MSS and the net recyclable materials processing cost per ton of \$53.78.

### **Recycling Losses Applicable for 2021 Rate Year**

Recycling losses are in an amount to compensate MSS for prior losses from changes in the net costs of recycling and were negotiated in 2019 to the agencies benefit, apply only to the rate revenue requirements for Rate Years 2019, 2020, and 2021, and are not applied to San Anselmo and Fairfax. Per Exhibit B, \$117,475 will be applied in those Rate Years to account for prior MSS losses on the processing of recyclable materials. No further revenue from prior recycling losses will be collected via the rates or is due to MSS. 2021 will be the last year this amount will be credited to MSS.

### **Interest**

Interest is based on MSS's actual interest from its loan amortization schedules for actual and projected capital expenditures for services under the Agreement as of the last base year review in 2019. This is increased in the same manner as Collector Operations, as described above, via WST annually. The amount for Rate Year 2021 is \$636,233.

### **Zero Waste Marin Fees**

Zero Waste Marin (JPA) Fees are set as a pass through as government fees and, per Exhibit B to the agreements, changes in such fees result in appropriate adjustments to rates to compensate MSS for increases or decreases in such fees.

For the 2021 rate application, MSS calculated revenues for JPA fee recovery at \$762,164. This amount is based on the current known FY 20/21 JPA fees, as well as variances in JPA fees paid vs. compensated via the rate base in 2019 and 2020. In preparing the 2021 rate application, MSS discovered that the 2019 and 2020 JPA fee amounts in the rate base were substantially less than the agency-specific JPA fees paid by MSS and as a result MSS is proposing a one-time adjustment to the JPA fees for 2021 to account for this discrepancy.

R3 reviewed prior JPA fee calculations in the rate base, actual JPA fee assessments to MSS as well as MSS's proposed JPA fee amounts for 2021 and found the 2021 amount of \$762,164 to be reasonable and supported. This finding is based on our understanding of the agencies' intentions to have JPA fees considered as "pass through" costs, our assessment of the magnitude of the discrepancy for 2019 and 2020, and MSS's proposed amounts for 2021 as compared to the current FY 2020/21 JPA fee amounts.

Going forward R3 suggests the following approach to annual JPA fee rate setting so that no further reconciliations of JPA will be necessary during indexed rate adjustments (MSS is currently reviewing this proposed approach, which R3 believes is in-keeping with the intent of Exhibit B):

JPA fees included in the annual indexed rate applications for the MSS service area shall be set equal to the then current JPA fee assessments for the current effective fiscal year, with 100% of the MSS hauler fees passed through to the MSS agencies, and with none of the MSS Transfer Station fees passed through to the MSS agencies.

### **Franchise Fees**

Franchise Fees are calculated by multiplying the applicable franchise fee percentage by each agency served by MSS by the revenues projected for each that Rate Year. Overall, \$5,086,277 in franchise fees are included in the rate application based on set amounts or percentages of revenues set by the agencies.

### **Other Agency Fees**

Other Agency Fees are calculated and applied to each agency based on the specific fees set by those agencies. R3 verified the \$1,419,500 in Other Agency Fees for Rate Year 2021. Fees in this category may change based on individual agency actions.

### **Rate Revenue Reconciliation**

The Rate Revenue Reconciliation item is to reconcile the projected rate revenue from the 2019 rate adjustment to the actual revenue collected through rates charged during the 2019 rate year. The Annual Rate Revenue Reconciliation carrying forward to 2021 is \$142,185, meaning a shortfall in actual rate revenues compared to projected rate revenues in 2019. This item was not in place for San Anselmo and Fairfax in 2019, but was in place for 2020, meaning that such San Anselmo and Fairfax will see similar reconciliations as the other MSS agencies in 2022.

### **Extraordinary Item**

Items that are outside of the categories as defined in the Exhibit B Adjustment methodology may be proposed by MSS as extraordinary items. The following item was included in the 2021 Rate Adjustment.

#### **Recycling Property Insurance**

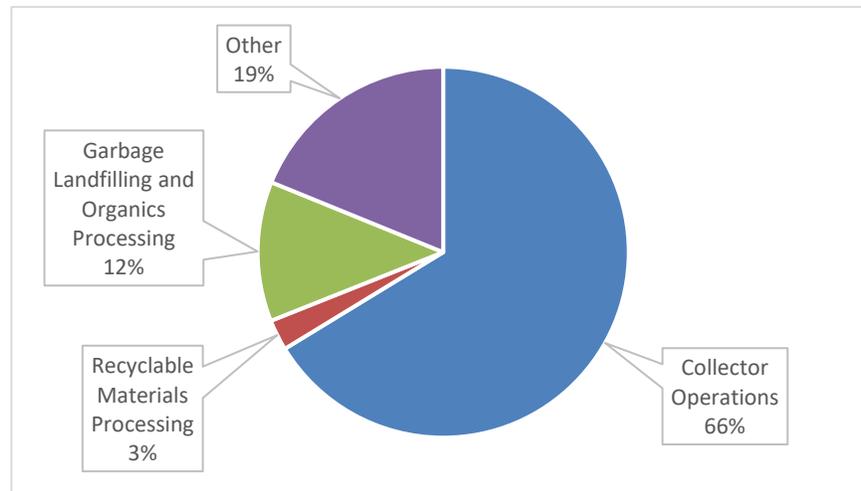
Property insurance for Recycling processing facilities have gone up across the country for circumstances outside of MSS's control. The 2021 recycling property insurance extraordinary item proposed by MSS is \$124,662. MSS has previously and separately briefed the agencies on this item, and R3 is aware of the market circumstances surrounding it. R3 finds that this extraordinary item is supported and reasonable.

### **Rate Revenue Requirement and Total Rate Adjustment**

MSS's total rate revenue requirement for Rate Year 2020 was \$46,241,418. R3 verified the correct calculation of MSS's total rate revenue requirement overall for agencies to account for the varying franchise fees and other agency fees for each agency. The total revenue requirement for rate Year 2021 is \$48,012,769, which results in an overall Rate Adjustment Factor of 3.83%. The Rate Adjustment for each individual agency is listed on Table 1 on page 2 of this report.

Figure 1 on the following page shows a breakout of the overall 2021 revenue requirement for the agencies as a whole. Rates components have been summarized into four main categories: collector operations, garbage landfilling and organics processing, recyclable materials processing, and all other.

**Figure 1**  
**What's in the rates?**



## 2021 Rate Increase Calculation

Based on a total recommended 2021 adjusted rate revenue requirement of \$48,012,769 and approved 2020 revenue requirement of \$46,241,418, R3 concurs with an overall 3.83% rate increase for the agencies served by MSS, effective January 1, 2021, and with individual increases by agency as shown in Table 1 on page 2. Table 2, below, summarizes the current and proposed 32-gallon residential rates by agency, which is the most common subscription level in the MSS service area.

**Table 2**  
**Residential 32-Gallon Rate Summary**

Agency	Current 2020 Rate (\$/mo.)	Proposed 2021 Rate (\$/mo.)	\$ Difference
LGVSD	\$39.45	\$41.12	\$1.67
Town of Ross	\$41.36	\$43.11	\$1.75
Fairfax	\$42.78	\$44.80	\$2.02
City of San Rafael	\$43.37	\$44.95	\$1.58
San Anselmo	\$47.95	\$49.84	\$1.89
City of Larkspur	\$49.00	\$50.88	\$1.88
County of Marin	\$49.17	\$51.11	\$1.94

## Survey of Comparable Rates

Attachment 2 shows the results of R3's survey of solid waste rates as of October 2020 for agencies located throughout the Bay Area. For the purpose of comparing the MSS agencies' rates to other agencies in Attachments 2, 3, and 4 we have applied the 2021 rate increases for MSS served agencies and compared those 2021 rates to the current rates for all other agencies. It is anticipated that rates for other agencies

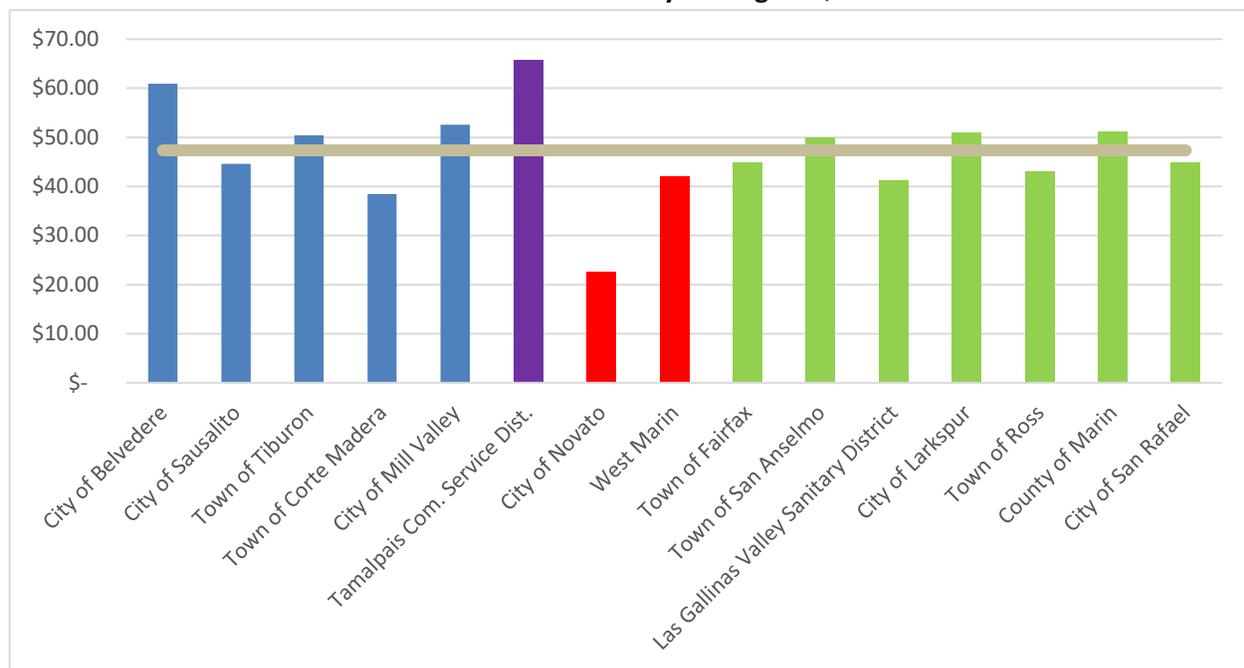
will also increase in 2021, and since this comparison uses 2021 rates for the MSS agencies, the rate comparison will become more favorable as other entities adopt 2021 rates.

Figure 2, below, shows a summary of Marin rates for residential customers with 30-35 gallon garbage service. Bars shown in blue are 2020/21 rates for Mill Valley Refuse Service; purple is the 2021 rate for Tamalpais Community Services District; red are 2020/21 rates for Recology Marin, and; green are proposed 2021 MSS rates. The grey bar is the average for all of Marin County, excluding the MSS agencies.

Overall, 2021 rates for the agencies served by MSS compare favorably to the Marin County average.

**Figure 2**

**Marin County Rates: MSS 2021 Proposed Residential 32-gal Can compared to Current 30-35-gal Can Rates and Marin County Average of \$47.35**



2021 residential rates for a 32-gallon container (the most frequent residential service level) will range from \$41.12 (Las Gallinas Valley Sanitary District) to \$51.11 (County of Marin). Attachment 3 graphically compares the MSS agencies’ residential rates for a 32-gallon container to one another as well as to the average of Marin County rates for similar service.

The MSS agencies’ commercial rates for a 3-cubic yard bin serviced 1 time per week (the most requested commercial service level) range from \$553.47 (Town of Ross) to \$648.79 (City of Larkspur). The average rate for the MSS agencies’ is \$625.68 while the average for Marin County without the MSS served agencies is \$463.84. Attachment 4 compares the MSS agencies’ commercial rates for a 3-cubic yard bin serviced one time per week to the average Marin County rate and all other agencies’ average rate for similar service levels.

These survey results are presented as an indication of the reasonableness of the resulting rates for 2021. Conclusions should not be immediately drawn from this information because rate comparisons are intrinsically difficult and often misleading. This results from differences in issues such as those listed below:

Review of Marin Sanitary Service's 2021 Rate Application  
November 25, 2020  
Page 8 of 8

- The types and ranges of services provided;
- The level of subscription to solid waste services by residential, commercial, and industrial customers;
- The ratio of residential to commercial and industrial customers;
- The terrain in which the service is performed;
- Disposal, transfer and process costs, and amounts per capita;
- Rate structures; and
- Governmental fees (e.g., franchise fees, vehicle impact fees, etc.).

\* \* \* \* \*

R3 appreciates the opportunity to be of service to the MSS-served agencies addressed in this report. Should you have any questions regarding this report or need any additional information, please contact me by phone at (510) 292-0853 or by email at [gschultz@r3cgi.com](mailto:gschultz@r3cgi.com).

Sincerely,

**R3 CONSULTING GROUP**

A handwritten signature in blue ink that reads "Garth Schultz". The signature is written in a cursive, flowing style.

Mr. Garth Schultz | Principal

**Marin Sanitary Service  
Combined Service Area Rate Application**

**COLLECTOR'S RATE REVENUE REQUIREMENT AND RATE ADJUSTMENT  
INDEXED YEAR - RATE YEAR 2021**

	MSS Service Area Total	San Rafael	Larkspur	County	San Anselmo	LGVSD	Fairfax	Ross
Collector Operations	29,468,406	16,071,160	4,039,444	2,511,633	2,802,295	2,149,809	1,367,887	526,178
Fuel and Oil True-up <sup>1</sup>	80,477	51,124	12,850	7,990		6,839		1,674
Garbage Landfilling and Organics Processing	5,404,532	2,848,336	715,922	445,144	575,849	381,017	345,008	93,256
Garbage Landfilling and Organics True-up <sup>1</sup>	17,597	11,179	2,810	1,747		1,495		366
Change in Law - AB 1826 Costs	3,996	5,693	1,431	890	(6,126)	762	1,160	186
Change in Scope - San Rafael Illegal Dumping Pilot	-	-						
<b>Subtotal for Profit Calculation</b>	<b>34,975,008</b>	<b>18,987,492</b>	<b>4,772,457</b>	<b>2,967,404</b>	<b>3,372,018</b>	<b>2,539,922</b>	<b>1,714,055</b>	<b>621,660</b>
Collector Profit (90.5% Operating Ratio)	3,671,410	1,993,162	500,976	311,495	353,969	266,622	179,928	65,257
Recyclable Materials Processing	1,077,857	561,702	141,182	87,784	121,650	75,138	72,011	18,390
Recycling Losses <sup>1</sup>	117,475	74,628	18,758	11,663		9,983		2,443
Interest	636,233	365,479	91,862	57,118	39,149	48,889	21,770	11,966
Zero Waste Marin Fees	762,164	413,818	104,012	64,672	70,346	55,356	40,411	13,549
Franchise Fees	5,086,277	2,555,019	692,964	827,650	501,205	158,773	234,889	115,777
Other Agency Fees	1,419,500	443,600	568,400	246,000	84,000	-	77,500	-
Annual Rate Revenue Reconciliation	142,185	90,326	22,703	14,116		12,083		2,957
Extraordinary Item - Recycling Property Insurance	124,662	64,964	16,329	10,153	14,070	8,690	8,329	2,127
<b>Total 2021 Rate Revenue Requirement</b>	<b>48,012,769</b>	<b>25,550,190</b>	<b>6,929,643</b>	<b>4,598,055</b>	<b>4,556,407</b>	<b>3,175,456</b>	<b>2,348,893</b>	<b>854,126</b>
<b>Total 2020 Rate Revenue Requirement</b>	<b>46,241,418</b>	<b>24,653,341</b>	<b>6,673,362</b>	<b>4,423,130</b>	<b>4,383,226</b>	<b>3,046,239</b>	<b>2,242,749</b>	<b>819,371</b>
<b>2021 Rate Revenue Adjustment</b>	<b>3.83%</b>	<b>3.64%</b>	<b>3.84%</b>	<b>3.95%</b>	<b>3.95%</b>	<b>4.24%</b>	<b>4.73%</b>	<b>4.24%</b>

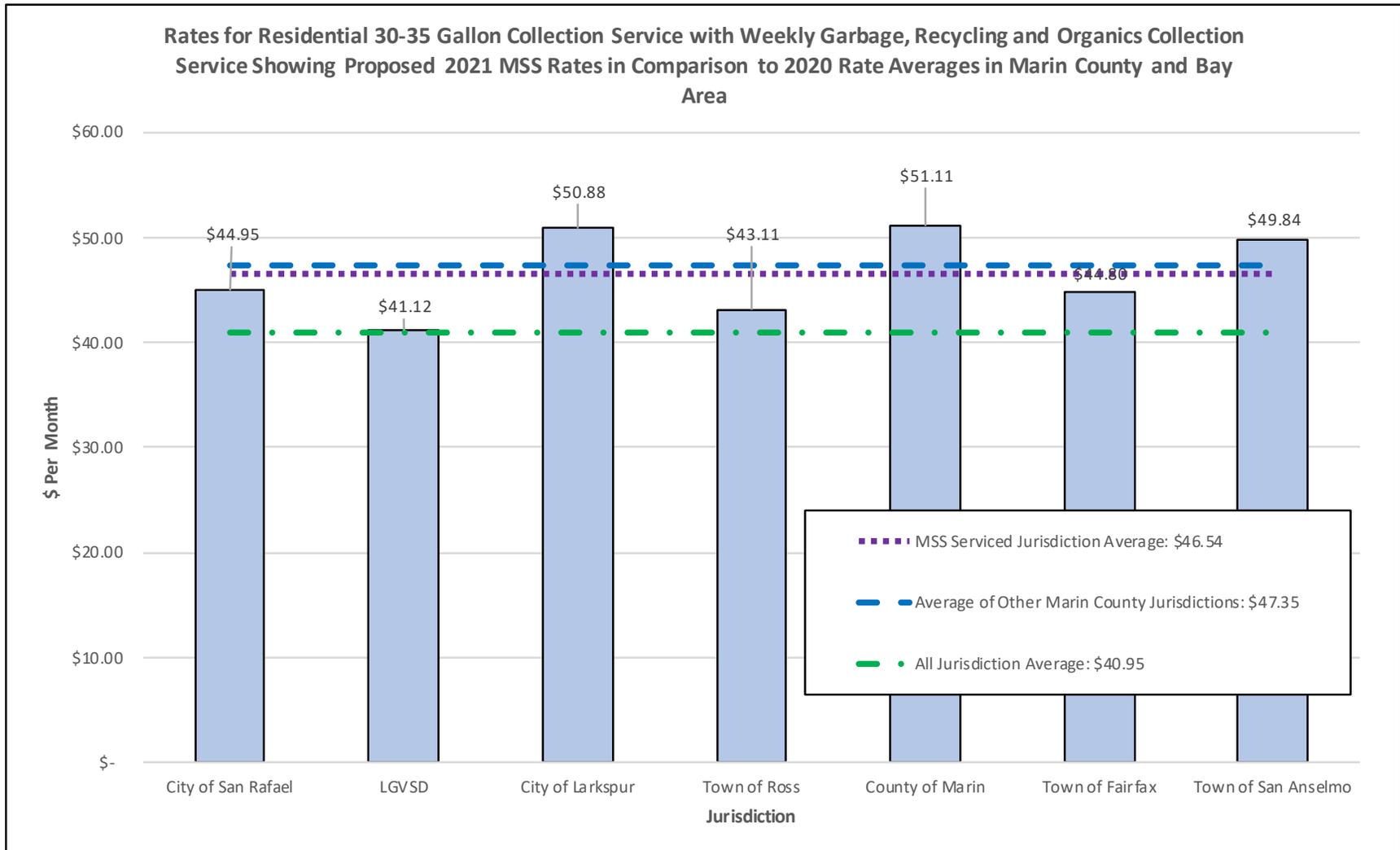
<sup>1</sup>Applicable for 2020 & 2021 Rate Years only.

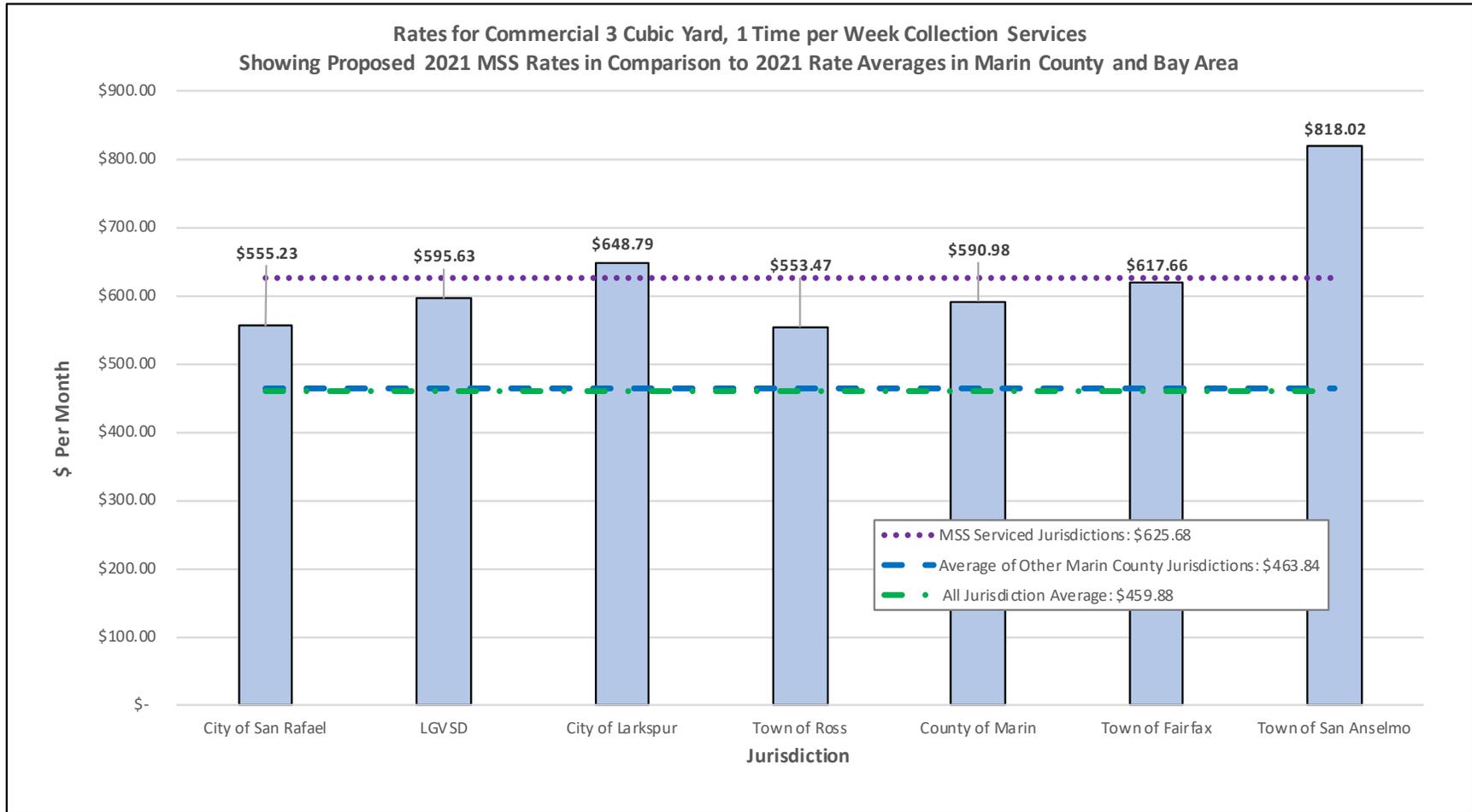
## Attachment 2

## Bay Area Rate Survey

Jurisdiction	County	Effective Dates	Residential Single Family				Commercial			
			20 Gal.	30-35 Gal.	60-64 Gal.	90-96 Gal.	1 YD Bin 1x/Week	1 YD Bin 3x/Week	3 YD Bin 1x/Week	3 YD Bin 3x/Week
City of Alameda	Alameda	7/1/20	\$ 34.91	\$ 44.07	\$ 72.40	\$ 101.12	\$ 167.85	\$ 513.61	\$ 503.55	\$ 1,540.82
City of Albany	Alameda	5/1/20	\$ 40.05	\$ 44.84	\$ 77.51	\$ 110.15	\$ 178.67	\$ 536.01	\$ 536.01	\$ 1,608.03
City of Berkeley	Alameda	7/1/19	\$ 27.30	\$ 43.66	\$ 87.28	\$ 130.87	\$ 173.77	\$ 489.63	\$ 480.92	\$ 1,428.48
City of Dublin	Alameda	7/1/19	N / A	\$ 28.82	\$ 52.95	\$ 77.07	\$ 139.86	\$ 489.18	\$ 419.58	\$ 1,328.34
City of Emeryville	Alameda	1/1/19	\$ 11.78	\$ 19.50	\$ 39.00	\$ 58.49	\$ 116.13	\$ 348.39	\$ 348.39	\$ 1,045.17
City of Fremont	Alameda	1/1/20	\$ 38.94	\$ 39.72	\$ 43.33	\$ 62.64	\$ 108.92	N / A	\$ 244.85	N / A
City of Livermore	Alameda	7/1/19	\$ 29.35	\$ 38.85	\$ 58.18	\$ 91.42	\$ 116.72	\$ 364.16	\$ 350.16	\$ 1,115.62
City of Newark	Alameda	1/1/19	\$ 31.21	\$ 34.68	\$ 61.43	\$ 88.16	\$ 140.54	\$ 438.50	\$ 371.83	\$ 1,014.01
City of Oakland	Alameda	7/1/20	\$ 45.16	\$ 51.27	\$ 90.44	\$ 135.88	\$ 250.38	\$ 751.07	\$ 596.26	\$ 1,788.71
City of Piedmont	Alameda	7/1/20	\$ 85.26	\$ 90.35	\$ 124.46	\$ 139.38	\$ 230.86	\$ 692.58	N / A	N / A
City of Pleasanton	Alameda	7/1/20	N / A	\$ 27.33	N / A	\$ 47.69	\$ 122.39	\$ 388.51	\$ 367.15	\$ 1,144.14
City of San Leandro	Alameda	7/1/20	\$ 27.05	\$ 33.70	\$ 56.09	\$ 78.46	\$ 147.75	\$ 446.72	\$ 446.72	\$ 1,340.16
City of Union City	Alameda	7/1/20	\$ 31.16	\$ 38.96	\$ 77.97	\$ 116.92	\$ 161.85	\$ 447.03	\$ 424.13	\$ 1,155.90
Castro Valley Sanitary District	Alameda	7/1/20	\$ 32.58	\$ 50.51	\$ 87.72	\$ 124.92	\$ 214.74	\$ 644.37	\$ 522.26	\$ 1,377.88
Oro Loma Sanitary District (L1)	Alameda	9/1/20	\$ 10.01	\$ 19.97	\$ 39.98	\$ 59.94	\$ 130.61	\$ 339.49	\$ 347.89	\$ 974.53
Oro Loma Sanitary District (L2)	Alameda	9/1/20	\$ 10.01	\$ 19.97	\$ 39.98	\$ 59.94	\$ 130.61	\$ 339.49	\$ 347.89	\$ 974.53
Oro Loma Sanitary District (L3)	Alameda	9/1/20	\$ 11.55	\$ 23.17	\$ 46.25	\$ 69.40	\$ 151.12	\$ 392.82	\$ 402.55	\$ 1,127.65
City of Richmond	Contra Costa	1/1/20	\$ 33.97	\$ 41.18	\$ 77.97	\$ 115.80	\$ 281.48	\$ 716.06	\$ 645.34	\$ 1,770.91
City of San Pablo	Contra Costa	1/1/20	\$ 27.44	\$ 33.59	\$ 65.11	\$ 97.59	\$ 263.19	\$ 668.83	\$ 612.73	\$ 1,682.80
City of El Cerrito	Contra Costa	1/1/20	\$ 44.72	\$ 58.60	\$ 116.37	N / A	\$ 395.42	\$ 1,186.26	N / A	N / A
City of Hercules	Contra Costa	1/1/20	\$ 34.11	\$ 40.15	\$ 70.83	\$ 102.43	\$ 299.79	\$ 756.87	\$ 690.14	\$ 1,887.27
City of Pinole	Contra Costa	1/1/20	\$ 31.11	\$ 37.21	\$ 66.28	\$ 96.29	\$ 285.04	\$ 727.45	\$ 668.00	\$ 1,839.38
Unincorporated West Contra Costa	Contra Costa	1/1/20	\$ 29.83	\$ 36.60	\$ 70.06	\$ 104.37	\$ 254.38	\$ 645.29	\$ 579.12	\$ 1,585.36
Town of Fairfax	Marin	1/1/21	\$ 37.38	\$ 44.80	\$ 89.63	\$ 134.43	\$ 263.46	\$ 624.03	\$ 617.66	\$ 1,616.79
Town of San Anselmo	Marin	1/1/21	\$ 38.14	\$ 49.84	\$ 99.77	\$ 149.65	\$ 283.98	\$ 851.90	\$ 818.02	\$ 2,454.23
City of Belvedere	Marin	7/1/20	\$ 49.33	\$ 60.97	\$ 103.44	\$ 145.92	\$ 270.81	\$ 748.15	N / A	N / A
City of Novato	Marin	1/1/20	\$ 14.09	\$ 22.53	\$ 45.03	\$ 67.57	N / A	N / A	\$ 293.53	\$ 728.34
West Marin <sup>1</sup>	Marin	1/1/20	\$ 27.68	\$ 43.48	\$ 78.74	\$ 125.87	\$ 319.46	\$ 623.36	\$ 479.20	\$ 1,087.02
City of Sausalito	Marin	1/1/20	N / A	\$ 44.60	\$ 89.20	\$ 133.80	\$ 206.27	N / A	\$ 618.80	N / A
Tamalpais Com. Service Dist. <sup>1</sup>	Marin	7/1/20	N / A	\$ 65.76	\$ 99.28	\$ 134.70	\$ 435.64	\$ 1,210.11	N / A	N / A
Town of Tiburon	Marin	7/1/20	\$ 44.73	\$ 50.46	\$ 91.88	\$ 132.62	\$ 240.15	\$ 655.19	N / A	N / A
Town of Corte Madera	Marin	7/1/19	\$ 32.69	\$ 38.44	\$ 77.09	\$ 115.73	\$ 179.81	\$ 485.29	N / A	N / A
City of Mill Valley	Marin	7/1/20	\$ 47.69	\$ 52.59	\$ 87.82	\$ 122.97	\$ 232.94	\$ 626.82	N / A	N / A
City of San Rafael	Marin	1/1/21	\$ 38.21	\$ 44.95	\$ 89.90	\$ 134.85	\$ 290.12	\$ 887.08	\$ 555.23	\$ 1,576.03
Las Gallinas Valley Sanitary District	Marin	1/1/21	\$ 34.96	\$ 41.12	\$ 82.25	\$ 123.37	\$ 294.37	\$ 883.83	\$ 595.63	\$ 1,662.43
City of Larkspur	Marin	1/1/21	\$ 43.27	\$ 50.88	\$ 101.76	\$ 152.64	\$ 323.07	\$ 968.87	\$ 648.79	\$ 1,701.22
Town of Ross	Marin	1/1/21	\$ 36.63	\$ 43.11	\$ 86.23	\$ 129.34	\$ 215.94	\$ 374.03	\$ 553.47	\$ 1,660.26
County of Marin	Marin	1/1/21	\$ 31.28	\$ 51.11	\$ 104.69	\$ 162.12	\$ 369.20	\$ 1,107.74	\$ 590.98	\$ 1,772.96
City of Campbell <sup>1</sup>	Santa Clara	7/1/20	\$ 26.38	\$ 33.33	\$ 62.80	\$ 62.28	\$ 157.55	\$ 477.22	\$ 315.11	\$ 954.44
City of Cupertino <sup>1</sup>	Santa Clara	1/1/20	N / A	\$ 29.60	\$ 56.97	\$ 84.34	\$ 174.64	\$ 523.97	\$ 279.45	\$ 838.32
City of Los Altos	Santa Clara	7/1/20	\$ 36.07	\$ 38.86	\$ 77.69	\$ 116.56	\$ 152.43	\$ 457.31	\$ 457.29	\$ 1,371.93
City of Milpitas	Santa Clara	1/1/20	\$ 34.08	\$ 37.04	\$ 43.56	\$ 50.05	\$ 122.91	\$ 302.68	\$ 279.14	\$ 790.21
City of Monte Sereno <sup>1</sup>	Santa Clara	7/1/20	\$ 29.60	\$ 37.53	\$ 71.22	\$ 104.90	\$ 210.16	\$ 636.66	\$ 420.32	\$ 1,273.31
City of Mountain View	Santa Clara	7/1/20	\$ 23.95	\$ 34.95	\$ 69.90	\$ 104.85	\$ 106.95	\$ 363.20	\$ 320.25	\$ 1,003.80
City of Palo Alto	Santa Clara	7/1/17	\$ 27.81	\$ 50.07	\$ 100.15	\$ 150.22	\$ 219.49	\$ 590.31	\$ 504.40	\$ 1,455.48
City of San Jose	Santa Clara	7/1/20	N / A	\$ 39.12	\$ 78.24	\$ 117.36	\$ 153.51	\$ 439.61	\$ 214.41	\$ 613.18
City of Santa Clara	Santa Clara	7/1/19	\$ 23.07	\$ 30.67	\$ 45.13	\$ 59.64	\$ 93.40	\$ 270.26	\$ 261.60	\$ 742.49
City of Sunnyvale	Santa Clara	7/1/20	N / A	\$ 37.36	\$ 41.47	\$ 46.67	\$ 172.79	\$ 487.21	\$ 429.37	\$ 1,251.50
City of Saratoga <sup>1</sup>	Santa Clara	7/1/20	\$ 28.11	\$ 35.58	\$ 67.31	\$ 99.04	\$ 222.29	\$ 673.68	\$ 444.57	\$ 1,347.36
Town of Los Altos Hills	Santa Clara	7/1/20	\$ 34.33	\$ 47.85	\$ 95.74	\$ 143.57	\$ 117.61	\$ 184.05	\$ 247.70	\$ 430.39
Town of Los Gatos <sup>1</sup>	Santa Clara	7/1/20	\$ 27.69	\$ 35.16	\$ 66.46	\$ 97.77	\$ 192.18	\$ 582.24	\$ 384.35	\$ 1,164.48
Marin Sanitary Service Agencies Average			\$ 37.12	\$ 46.54	\$ 93.46	\$ 140.91	\$ 291.45	\$ 813.93	\$ 625.68	\$ 1,777.70
Marin County Average without MFG			\$ 36.04	\$ 47.35	\$ 84.06	\$ 122.40	\$ 269.30	\$ 724.82	\$ 463.84	\$ 907.68
Marin County - All			\$ 36.62	\$ 46.98	\$ 88.45	\$ 131.04	\$ 280.37	\$ 772.80	\$ 577.13	\$ 1,584.36
All City Average			\$ 32.61	\$ 40.95	\$ 74.50	\$ 105.44	\$ 209.66	\$ 590.77	\$ 459.88	\$ 1,314.90

<sup>1</sup> 1 CY not available, reflected here for 1.5 CY





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1512 Eureka Road, Suite 220, Roseville, CA 95661  
Tel: 916-782-7821 | Fax: 916-782-7824

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December 18, 2020

Mr. Cory Bytof  
Sustainability Program Manager  
City of San Rafael  
1400 Fifth Avenue  
San Rafael, CA 94919

**Subject: Solid Waste Collection Vehicle Impact Fee Study**

Dear Mr. Bytof:

R3 Consulting Group, Inc. (R3) was engaged by the City San Rafael (City) to quantify the impact of the City's franchised solid waste hauler Marin Sanitary Service's (MSS) residential and commercial solid waste, recycling and yard waste/organic waste Solid Waste Collection Vehicles have on the City's streets. This information was then used to determine the associated street maintenance costs in support of the City's consideration of assessing Solid Waste Collection Vehicle street maintenance impact fees.

This report includes assumptions based on feedback from City staff pertaining to the number of vehicles per day on residential and commercial streets, as well as the percentages of those that are made by trucks. These assumptions support the results of this analysis, and the corresponding magnitude of vehicle impact fees that the City may assess.

## Project Objective

To estimate the annual impact of the MSS' Residential and Commercial Solid Waste Collection Vehicles on the City's streets and the associated annual street maintenance costs that can be attributed to Residential and Commercial Solid Waste Collection Vehicles.

## Summary Findings

### Residential Solid Waste Collection Vehicles

Our analysis projected that the MSS' residential Solid Waste Collection Vehicles account for **22.2%** of the total impact of vehicles on the City's residential streets (the City's 2013 study calculated 15.7%).

This equates to **\$311,300** of the City's projected annual street maintenance budget, **\$401,500** of the City's current 2020 deferred street maintenance backlog (amortized over ten years), and **\$734,200** of the projected annual growth in deferred street maintenance backlog through 2024.<sup>1</sup> The total combined annual Solid Waste Collection Vehicle impact to residential streets equates to **\$1,447,000**.

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<sup>1</sup> Annual budget and deferred maintenance costs are for fiscal years 2020 through 2024, as projected in the City's Pavement Management Program under the 5-Year PCI and Backlog Current Budget (\$2.0 Million/Year) (Figure 8).

Mr. Cory Bytof  
Solid Waste Collection Vehicle Impact Fee Study  
December 18, 2020  
Page 2 of 6

### Commercial Solid Waste Collection Vehicles

Our analysis projected that MSS' commercial Solid Waste Collection Vehicles account for **1.2%** of the total impact of vehicles on the City's commercial streets (the City's 2013 study calculated 0.4% for arterials and 3.1% for collector streets).

This equates to **\$7,200** of the City's projected annual street maintenance budget, **\$9,300** of the City's current 2020 deferred street maintenance backlog (amortized over ten years), and **\$17,100** of the projected annual growth in deferred street maintenance backlog through 2024. The total combined annual Solid Waste Collection Vehicle impact to commercial streets equates to **\$33,600**.

### Conclusion

The City's current annual Vehicle Impact Fee assessed to MSS is **\$443,600**. The results of this study can reasonably justify an increase in the annual Fee of **\$1,037,000**, for a total new annual Vehicle Impact Fee of up to **\$1,480,600**.

## City's Residential & Commercial Solid Waste Collection Systems

The current Pavement Management Plan (PMP) has an annual budget of \$2.0 Million per year, with 70%, or \$1,400,000 annually, going towards the maintenance of residential streets and the remaining 30%, or \$600,000 annually, going towards the maintenance of commercial streets. This annual budget does not fully fund the City's street maintenance needs; as a result, there is an unfunded backlog of street maintenance repairs that is projected by the PMP to increase through 2024.

### Residential Collection System

The City has a contract with MSS to provide weekly curbside collection of the residential solid waste, recyclables, and green waste accounts with a combination of fully automated side loaders that make two passes (trips) down residential streets each week, and rear loaders that make a single pass down residential streets each week to provide the associated collection services.

### Commercial Collection System

Commercial collection services are also provided by MSS under the contract with the City. MSS provides various levels of commercial solid waste, recycling, and organic waste collection services throughout the City. Commercial collection is provided using a combination of front loaders, rear loaders, and fully automated side loaders.

## Vehicle Impacts on Streets

Road maintenance is based on deterioration. While roads will deteriorate if simply left unused, most deterioration is associated with use, and the damage caused by vehicles increases exponentially with size and weight. Therefore, costs associated with maintenance are greater for trips made by heavy vehicles. A single large truck can cause as much damage as thousands of automobiles, and the configuration of the truck can affect the amount of damage as well. If the load is spread over more axles, there is less weight on each wheel, and damage is reduced.<sup>2</sup>

Solid Waste Collection Vehicles are typically the heaviest vehicles regularly operating on residential streets and are a significant contributor to the wear-and-tear experienced by those streets. While Solid Waste Collection Vehicles also contribute to the wear-and-tear on commercial streets, those streets are designed

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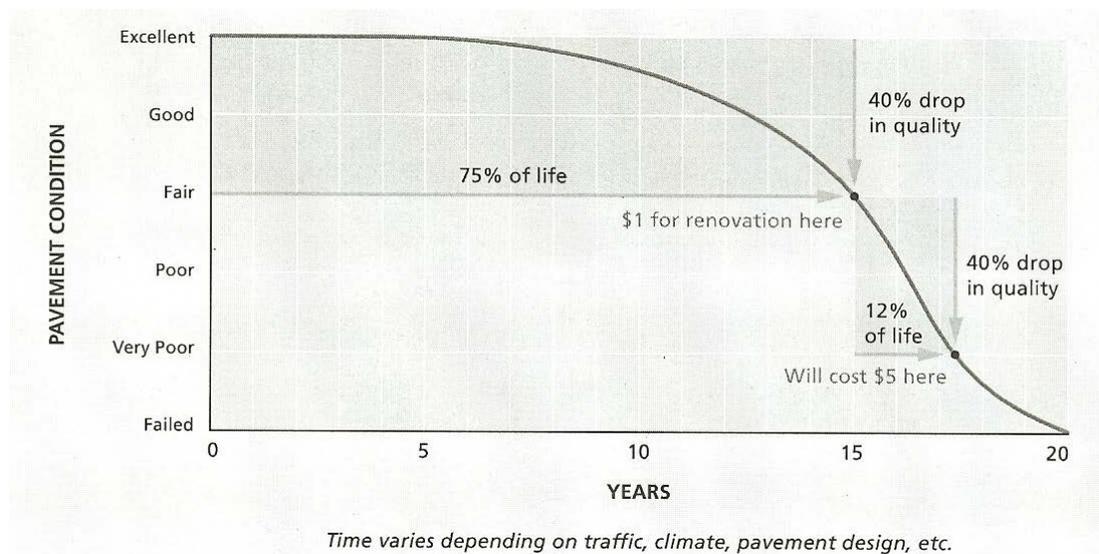
<sup>2</sup> A. Rufolo, *Cost-Based Road Taxation*, Cascade Policy Institute, November 1995.

Mr. Cory Bytof  
 Solid Waste Collection Vehicle Impact Fee Study  
 December 18, 2020  
 Page 3 of 6

to a higher standard and experience significantly more vehicle trips and large truck trips than residential streets. As such, the relative impact of a Solid Waste Collection Vehicle on commercial streets is significantly less than that on residential streets.

The Pavement Condition Index (PCI) is a common unit of measure used to rate the condition of pavements. The PCI rates pavements on a scale of 0 to 100, with a higher value indicating better pavement condition. Rapid deterioration of pavement typically occurs after roadways drop to a PCI of 60 or lower, and studies have shown that every dollar spent performing preventative maintenance on a roadway with a PCI of 70 or higher saves \$4 down the road – it would otherwise cost about \$5 to rehabilitate the same roadway once rapid deterioration occurs<sup>3</sup> (as shown in Figure 1). Assuring adequate funding for an effective pavement management system is therefore critical to achieving a cost-effective pavement management system.

**Figure 1**  
**Pavement Life Cycle**



Source: Metropolitan Transportation Commission

The goal of a pavement management program is to bring all roads up to “good” or “excellent” condition where they can be maintained most cost-effectively. The strategy often recommended is referred to as the “best first approach”, which concentrates spending initially on routine and preventative maintenance on roads that are currently in fair to good condition. This extends the useful life of those roads, preventing rapid deterioration. Spending money now on routine maintenance prevents additional spending in the future on more expensive repairs.

## Approach

Our approach to projecting Solid Waste Collection Vehicle street maintenance impacts is based on common principals of pavement design and vehicle loadings. The basic premise is that all vehicles, including Solid Waste Collection Vehicles, exert an impact on streets that can be quantified. That impact or “vehicle loading” can be expressed as an Equivalent Single Axle Load (ESAL), which is a function of the vehicle’s weight and the distribution of that weight over the vehicle’s axles.

<sup>3</sup> J. Gerbracht, *Bay Area Roads Close to “Tipping Point”*, Metropolitan Transportation Commission, Street Talk, March 2006.

Mr. Cory Bytof  
Solid Waste Collection Vehicle Impact Fee Study  
December 18, 2020  
Page 4 of 6

By projecting the number and type of vehicles (i.e., cars, trucks, Solid Waste Collection Vehicles) that travel on a street over its design life, and the average ESAL associated with each vehicle type, the total ESALs that street will experience can be calculated. The relative impact associated with a specific type of vehicle (e.g., Solid Waste Collection Vehicle) can then be determined based on the percentage of total ESALs attributed to that vehicle type.

## Methodology

The methodology used to project street maintenance costs associated with Solid Waste Collection Vehicles can be summarized as follows:

- Street maintenance expenses were based on:
  - The City's average annual street maintenance budget of **\$2,000,000** per year;
  - The City's 2020 deferred maintenance (unfunded backlog) which is **\$25,803,042** (which has been conservatively amortized over ten years); and
  - The difference between the current year's (2020) and the final year's (2024) deferred maintenance backlog which is **\$18,869,417** (also amortized over ten years).
- Expenses were allocated among residential and commercial streets in proportion to the percentages provided by the City (70% residential and 30% commercial).
- Expenses were then assigned to residential and commercial Solid Waste Collection Vehicles in proportion to the projected impacts (axle loadings) of Solid Waste Collection Vehicles as a percentage of the total impacts of all vehicles on the City's residential and commercial streets.

It should be noted that this methodology differs from that used in prior studies commissioned by the City, namely in that this analysis includes current and projected deferred maintenance backlog in establishing the magnitude of impact attributed to Solid Waste Collection Vehicles. This analysis also does not differentiate collector streets from arterials, as in R3's perspective there is little merit in treating these two street types differently. Other than the above, this analysis is largely similar to the City's 2013 study.

## Assumptions

### General

- ESAL loadings for residential and commercial Solid Waste Collection Vehicles are based on an axle weight analysis using manufacturers loaded and unloaded axle weight distributions for representative vehicle types. ESAL values for Heavy Trucks and Automobiles are based on data from the American Association of State Highway and Transportation Officials (AASHTO).

### Residential (Local) Streets

- There is an average of 750 vehicle trips per day on a typical residential street, with 2% of those trips made by heavy trucks, including Solid Waste Collection Vehicles. These assumptions have been confirmed with City staff, based on staff's observation and knowledge of street usage information in the City. It should be noted that variation in these assumptions significantly effect the outcomes of this study.
- Residential Solid Waste Collection Vehicles make two (2) passes down a typical residential Street each week to provide service.

### Commercial Streets (Arterials)

There is an average of 15,000 vehicle trips per day on a typical commercial street, with 4% of those trips made by heavy trucks, including Solid Waste Collection Vehicles. These assumptions have also been confirmed with City staff. Notably, the City recently installed signal performance-measurement technology at key intersections in the City that provides for the availability of real-time multi-modal traffic information. That data was used to verify the information used in this report, including the number of vehicle trips on commercial streets, and the percentage of vehicle trips that are made by trucks.

- Commercial Solid Waste Collection Vehicles average the following number of daily passes down a typical commercial street each day to provide service:<sup>4</sup>
  - Solid waste vehicles **2.2**
  - Recycling vehicles **0.4**
  - Organic material vehicles **0.2**

### Limitations

Our analysis is based on a number of underlying assumptions for which reasonable ranges exist, including the average number of vehicle trips per day per residential and commercial street, the percentage of those trips made by various vehicle types, and the associated axle loadings of each vehicle type. Changes to those assumptions may have a material impact on the resulting findings; however, vehicle trip assumptions have been vetted with City staff, and are believed to be conservative and defensible.

As mentioned in the commercial assumptions listed above, to calculate an average daily passes for commercial vehicles, the average daily of miles driven on City streets in necessary. MSS measures their Solid Waste Collection Vehicle usage in terms of hours running, and not by miles. Their Solid Waste Collection Vehicles are measured in this manner because from their maintenance perspective, the amount of time the vehicles are running is more representative of the wear and tear in the equipment. Solid Waste Collection Vehicles idle while conducting collection, and the time idling would not be measured in a daily miles driven metric. MSS' Solid Waste Collection Vehicle metric makes sense for their maintenance purposes however it limited our ability to calculate a daily average passes for commercial Solid Waste Collection Vehicles. R3 used values from our previous studies that we believe are reasonable based on our prior experience conducting vehicle impact studies to use for the City in this study.

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<sup>4</sup> The average number of daily trips commercial Solid Waste Collection Vehicles make on a typical commercial street are based on prior Vehicle Impact Studies R3 has conducted, and our prior experience in conducting these studies. These estimates are based on routing information provided by MSS. MSS measures their Solid Waste Collection Vehicles with average time running, and not with daily miles traveled on City streets, making an average daily pass value impossible to calculate.

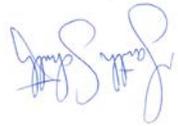
Mr. Cory Bytof  
Solid Waste Collection Vehicle Impact Fee Study  
December 18, 2020  
Page 6 of 6

\* \* \* \* \*

We appreciate the opportunity to be of service to the City. Should you have any questions regarding our report or need any additional information, please contact me by phone at (510) 292-0853 or by email at [gschultz@r3cg.com](mailto:gschultz@r3cg.com).

Sincerely,

**R3 CONSULTING GROUP**



Garth Schultz | Principal

**RESIDENTIAL (LOCAL) STREETS  
RELATED COSTS:**

**750** Vehicles per day

**2.00%** Percentage of vehicles that are trucks

Vehicle Type	Average ESAL / Vehicle	Passes / Day / Vehicle Type	Passes / Week/ Vehicle Type	Percent of Total Trips	Total ESAL Loadings			Percent of Total Vehicle Impacts	Portion of Annual Funding Requirement	2020 Backlog Amortized Over 10 Years	2021 - 2024 Average Annual Change in Backlog	TOTAL	
					Weekly	20-Year Lifetime							
						Total	Per Lane						
Solid Waste Vehicles	1.0000	2.0	2.0	0.04%	2.0	2,080	1,040	8.1%	\$ 113,200	\$ 146,000	\$ 267,000	\$ 526,200	
Recycling Vehicles	0.7500	2.0	2.0	0.04%	1.5	1,560	780	6.1%	\$ 84,900	\$ 109,500	\$ 200,200	\$ 394,600	
Organic Material Vehicles	1.0000	2.0	2.0	0.04%	2.0	2,080	1,040	8.1%	\$ 113,200	\$ 146,000	\$ 267,000	\$ 526,200	
Other Trucks	0.2400	9	63	1.21%	15	15,725	7,862	61.1%	\$ 855,800	\$ 1,104,000	\$ 2,018,500	\$ 3,978,300	
Automobiles	0.0008	735	5,145	98.68%	4	4,281	2,140	16.6%	\$ 233,000	\$ 300,500	\$ 549,500	\$ 1,083,000	
<b>Total</b>		<b>750</b>	<b>5,214</b>	<b>100.0%</b>	<b>25</b>	<b>25,725</b>	<b>12,863</b>	<b>100.0%</b>	<b>\$ 1,400,000</b>	<b>\$ 1,806,200</b>	<b>\$ 3,302,200</b>	<b>\$ 6,508,400</b>	
<b>Total Refuse Vehicle Impact =</b>									<b>22.2%</b>	<b>\$ 311,300</b>	<b>\$ 401,500</b>	<b>\$ 734,200</b>	<b>\$ 1,447,000</b>

**COMMERCIAL MAJOR STREETS PAVEMENT  
RELATED COSTS:**

**15,000** Vehicles per day

**4.00%** Percentage of vehicles that are trucks

Vehicle Type	Average ESAL / Vehicle	Passes / Day / Vehicle Type	Percent of Total Trips	Passes / Week/ Vehicle Type	Total ESAL Loadings			Percent of Total Vehicle Impacts	Portion of Annual Funding Requirement	2020 Backlog Amortized Over 10 Years	2021 - 2024 Average Annual Change in Backlog	TOTAL	
					Weekly	20-Year Lifetime							
						Total	Per Lane						
Solid Waste Vehicles	1.000	2.2	0.015%	11.0	11.0	11,440	5,720	1.0%	\$ 5,900	\$ 7,600	\$ 13,900	\$ 27,400	
Recycling Vehicles	0.750	0.4	0.003%	2.0	1.5	1,560	780	0.1%	\$ 800	\$ 1,000	\$ 1,900	\$ 3,700	
Organic Material Vehicles	1.000	0.2	0.001%	1.0	1.0	1,040	520	0.1%	\$ 500	\$ 700	\$ 1,300	\$ 2,500	
Other Trucks	0.240	597.2	3.981%	4,180	1003	1,043,428	521,714	89.8%	\$ 538,600	\$ 694,900	\$ 1,270,500	\$ 2,504,000	
Automobiles	0.001	14,400.0	96.000%	100,800	101	104,832	52,416	9.0%	\$ 54,100	\$ 69,800	\$ 127,600	\$ 251,500	
<b>Total</b>		<b>15,000</b>	<b>100.0%</b>	<b>104,994</b>	<b>1,118</b>	<b>1,162,300</b>	<b>581,150</b>	<b>100.0%</b>	<b>\$ 600,000</b>	<b>\$ 774,100</b>	<b>\$ 1,415,200</b>	<b>\$ 2,789,300</b>	
<b>Total Refuse Vehicle Impact =</b>									<b>1.2%</b>	<b>\$ 7,200</b>	<b>\$ 9,300</b>	<b>\$ 17,100</b>	<b>\$ 33,600</b>

**CITY OF SAN RAFAEL**  
**EXHIBIT C - SCHEDULE OF RATES**

<b>RESIDENTIAL REFUSE COLLECTION RATES</b>						
		Rate increase: 5.49%				
		Effective date: 01/01/2021				
<i>Residential Service (Bundled service includes 1 landfill (garbage) cart, 1 organics cart, &amp; 1 recycling split cart )</i>						
<b>REOCCURRING CHARGES</b>	Weekly Service Rates (Billed Quarterly)	2021 Flat rate		2021 Hill Rate		
		Monthly Rate	Quarterly Rate	Monthly Rate	Quarterly Rate	
		20 gallon cart	\$38.89	\$116.67	\$44.04	\$132.12
		32 gallon cart	\$45.75	\$137.25	\$51.82	\$155.46
		64 gallon cart	\$91.50	\$274.50	\$103.64	\$310.92
		96 gallon cart	\$137.25	\$411.75	\$155.46	\$466.38
		Low income - 20 gal* cart	\$31.11	\$93.33	\$35.23	\$105.69
		Low income - 32 gal* cart	\$36.60	\$109.80	\$41.46	\$124.38
		Low income - 64 gal* cart	\$73.20	\$219.60	\$82.91	\$248.73
		Low income - 96 gal* cart	\$109.80	\$329.40	\$124.37	\$373.11
		<i>Senior rate**Discontinued</i>	\$32.30	\$96.90	\$41.12	\$123.36
		Additional Organics Cart Rental (35 or 64 gallon cart)	\$2.44	\$7.32	\$2.44	\$7.32
		Additional Split Cart Rental (64 or 96 gallon cart)	\$2.44	\$7.32	\$2.44	\$7.32
		Additional Monthly Charges	Monthly Fee (per cart, each way)	Quarterly Fee		
		Distance 5' - 50'	\$5.94	\$17.82		
	Distance Over 50'	\$12.02	\$36.06			

\*Must meet PG&E CARE program eligibility requirements.

\*\*Customers with these rates prior to 2005 will keep the existing rate type. No new customers will be added with this rate type.

NOTE: We may not be able to accommodate any collection requests NOT at the curb due to a variety of factors including safety, accessibility, and efficiency. Requests to be assessed and approved by Route Manager.

<b>ONE TIME SERVICE FEES</b>	Additional Service Fees per Occurrence	Fee
	Return Fees - Off day	\$25.00
	Return Fees - Same day	\$10.00
	Resume Service/Late Fee	\$35.00
	Contamination (cart) any size cart	\$30.00
	Overload/Overweight (cart)	\$25.00
	Extra bag garbage	\$15.00
	Extra bag yard waste	\$10.00
	Steam Clean (cart)	\$15.00
	Special Collection	\$35.00
	Special Handling (Bulky items)	\$30.00
	Bulky item fees per item	Fees Vary
	Cart Strap Set-up Admin Fee	\$25.00
	20 Gal Cart Replacement Fee	\$55.00
	32 Gal Cart Replacement Fee	\$60.00
	64 Gal Cart Replacement Fee	\$65.00
	96 Gal Cart Replacement Fee	\$75.00
	64 Gal Split Cart Replacement Fee	\$90.00
96 Gal Split Cart Replacement Fee	\$100.00	

CITY OF SAN RAFAEL  
EXHIBIT C - SCHEDULE OF RATES

COMMERCIAL REFUSE COLLECTION RATES

Rate increase: 5.49%  
Effective date: 01/01/2021

RECURRING CHARGES	COMMERCIAL CARTS, BINS, ROLL-OFFS		Collections per Week						Additional One Time Empty
	1	2	3	4	5	6			
<b>Garbage</b>									
20 gallon cart*	\$38.89	\$77.78	\$116.67	\$155.56	\$194.45	\$233.34	\$282.23	\$8.97	
32 gallon cart	\$45.43	\$90.86	\$136.29	\$181.72	\$227.15	\$272.58	\$318.01	\$10.48	
64 gallon cart	\$90.86	\$181.72	\$272.58	\$363.44	\$454.30	\$545.16	\$636.02	\$20.97	
96 gallon cart	\$136.29	\$272.58	\$408.87	\$545.16	\$681.45	\$817.74	\$954.03	\$31.45	
1 yard bin	\$295.30	\$596.28	\$902.91	\$1,215.30	\$1,533.27	\$1,856.92	\$2,180.57	\$68.15	
2 yard bin	\$434.18	\$997.57	\$1,513.36	\$2,040.49	\$2,578.98	\$3,128.80	\$3,678.62	\$100.20	
3 yard bin	\$565.14	\$1,052.39	\$1,604.17	\$2,172.88	\$2,758.70	\$3,361.51	\$3,964.32	\$130.42	
4 yard bin	\$806.23	\$1,490.40	\$2,269.58	\$3,071.54	\$3,678.29	\$4,318.01	\$4,992.23	\$186.05	
5 yard bin	\$872.12	\$1,753.97	\$2,673.63	\$3,621.50	\$4,597.87	\$5,602.52	\$6,645.39	\$201.26	
6 yard bin	\$1,035.36	\$2,104.77	\$3,208.32	\$4,345.84	\$5,517.39	\$6,723.03	\$7,982.66	\$238.93	
10 yard roll-off	\$1,459.29	\$2,986.34	\$4,583.01	\$6,246.92	\$7,978.96	\$9,779.05	\$11,648.10	\$336.76	
18 yard roll-off	\$2,621.04	\$5,364.75	\$8,230.98	\$11,219.77	\$14,331.14	\$17,565.13	\$20,925.12	\$604.86	
20 yard roll-off	\$2,912.35	\$5,960.82	\$9,145.51	\$12,466.38	\$15,923.49	\$19,516.77	\$23,253.06	\$672.08	
25 yard roll-off	\$4,073.91	\$8,338.53	\$12,292.53	\$16,755.92	\$21,402.60	\$26,232.38	\$31,253.06	\$940.13	
<b>Organics (F2E or Compost)</b>									
32 gallon	\$18.84	\$37.68	\$56.52	\$75.36	\$94.20	\$113.04	\$131.88	\$4.35	
64 gallon	\$37.68	\$75.36	\$113.04	\$150.72	\$188.40	\$226.08	\$271.76	\$8.70	
1 yard	\$131.87	\$263.74	\$395.61	\$527.48	\$659.35	\$791.22	\$923.09	\$30.43	
2 yard	\$263.74	\$527.48	\$791.22	\$1,054.96	\$1,318.70	\$1,582.44	\$1,846.18	\$60.86	
3 yard	\$395.61	\$791.22	\$1,186.83	\$1,582.44	\$1,978.05	\$2,373.66	\$2,769.27	\$91.29	
10 yard roll-off	\$1,021.50	\$2,043.00	\$3,064.50	\$4,086.00	\$5,107.50	\$6,129.00	\$7,150.50	\$235.73	
18 yard roll-off	\$1,838.70	\$3,677.40	\$5,516.10	\$7,354.80	\$9,193.50	\$11,032.20	\$12,870.90	\$424.32	
20 yard roll-off	\$2,043.00	\$4,086.00	\$6,129.00	\$8,172.00	\$10,215.00	\$12,258.00	\$14,301.00	\$471.46	
25 yard roll-off	\$2,553.75	\$5,107.50	\$7,661.25	\$10,215.00	\$12,768.75	\$15,322.50	\$17,876.25	\$589.33	
<b>Garbage Compactors (Per empty)</b>									
Roll-off Compactor Tipping fee per ton		\$125.42			Roll-off Compactor Hauling charge			\$281.90	
Stationary FL (Per Compacted Yard)		\$108.93			Roll-off Compactor Special handling			Rates Vary	
<b>Other Charges</b>	<b>Service</b>	<b>Fee</b>		<b>Details</b>					
	Lock		\$25.00	Monthly fee					
	Box rental		Fees Vary	Minimum Bimonthly fee					
	Distance < 50ft		\$5.94	Monthly fee per cart, each way					
	Distance > 50ft		\$12.02	Monthly fee per cart, each way					

\* Customers must have a sufficient level of service for the volume of material generated. Requests for 20gal carts require assessment and approval of a Route Manager.  
NOTE: All container types and sizes may not be available at all locations depending on a variety of factors including safety, accessibility, and efficiency. Requests to be assessed and approved by Route Manager.

ONE TIME SERVICE FEES	Commercial Service Fees	
	Service	Fee
	Return Fee - <b>BIN</b>	\$75.00
	Return Fee - <b>CART</b> -same day	\$10.00
	Return Fee - <b>CART</b> -off day	\$25.00
	Late Fee/Resume Service Fee	\$35.00
	Contamination ( <b>BIN</b> )	\$50.00
	Contamination ( <b>CART</b> )	\$30.00
	Overload/Compaction ( <b>BIN</b> )	\$60.00
	Overload/Compaction ( <b>CART</b> )	\$25.00
	Extra Bag Garbage	\$15.00
	Additional Empty <b>BIN</b>	Fees vary
	Extra Bag Yard Waste	\$15.00
	Steam Clean (1-6 yard <b>BIN</b> )	\$95.00
	Steam Clean ( <b>CART</b> )	\$15.00
	Steam Clean ( <b>COMPACTOR/ROLL-OFF</b> )	\$225.00
	Lock Set-up Admin Fee	\$25.00
	Lock Single Use Fee	\$5.00
	Lock Purchase Fee	\$20.00
	Lock Bar Bin Set-up Fee	\$75.00
	Overweight Charge Per Ton*	\$205.00
	20 Gal Cart Replacement Fee	\$55.00
	32 Gal Cart Replacement Fee	\$60.00
	64 Gal Cart Replacement Fee	\$65.00
	96 Gal Cart Replacement Fee	\$75.00
	64 Gal Split Cart Replacement Fee	\$90.00
	96 Gal Split Cart Replacement Fee	\$100.00
	Bin Repair/Replacement Fee**	Fees vary

\*Boxes exceeding 300lbs/yard  
\*\*Fees vary by size up to \$1,200, not to exceed current replacement value.

CITY OF SAN RAFAEL  
EXHIBIT C - SCHEDULE OF RATES

MULTI-FAMILY DWELLING REFUSE COLLECTION RATES

Rate increase: 5.49%  
Effective date: 01/01/2021

RECURRING CHARGES	MFD CARTS, BINS, ROLL-OFFS	Collections per Week						Additional One Time Empty
	Garbage	1	2	3	4	5	6	
20 gallon cart*	\$38.89	\$77.78	\$116.67	\$155.56	\$194.45	\$233.34	\$8.97	
32 gallon cart	\$45.75	\$91.50	\$137.25	\$183.00	\$228.75	\$274.50	\$10.56	
64 gallon cart	\$91.50	\$183.00	\$274.50	\$366.00	\$457.50	\$549.00	\$21.12	
96 gallon cart	\$137.25	\$274.50	\$411.75	\$549.00	\$686.25	\$823.50	\$31.67	
32 gallon - hill	\$51.82	\$103.64	\$155.46	\$207.28	\$259.10	\$310.92	\$11.96	
64 gallon - hill	\$103.64	\$207.28	\$310.92	\$414.56	\$518.20	\$621.84	\$23.92	
96 gallon - hill	\$155.46	\$310.92	\$466.38	\$621.84	\$777.30	\$932.76	\$35.88	
1 yard bin	\$284.56	\$573.64	\$867.33	\$1,165.53	\$1,468.26	\$1,775.50	\$65.67	
2 yard bin	\$434.18	\$995.27	\$1,506.54	\$2,026.86	\$2,556.29	\$3,094.77	\$100.20	
3 yard bin	\$565.14	\$1,035.77	\$1,574.11	\$2,126.05	\$2,691.59	\$3,270.71	\$130.42	
4 yard bin	\$806.23	\$1,485.88	\$2,255.92	\$3,044.27	\$3,780.16	\$4,675.37	\$186.05	
5 yard bin	\$872.12	\$1,726.29	\$2,623.46	\$3,543.32	\$4,485.93	\$5,451.23	\$201.26	
6 yard bin	\$1,022.15	\$2,071.56	\$3,148.16	\$4,252.01	\$5,383.11	\$6,541.42	\$235.88	
10 yard roll-off	\$1,459.29	\$2,986.34	\$4,583.01	\$6,246.92	\$7,978.96	\$9,779.05	\$336.76	
18 yard roll-off	\$2,621.04	\$5,364.75	\$8,230.98	\$11,219.77	\$14,331.14	\$17,565.13	\$604.86	
20 yard roll-off	\$2,912.35	\$5,960.82	\$9,145.51	\$12,466.38	\$15,923.49	\$19,516.77	\$672.08	
25 yard roll-off	\$4,073.91	\$8,338.53	\$12,292.53	\$16,755.92	\$21,402.60	\$26,232.38	\$940.13	
<b>Organics</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>Additional One Time Empty</b>	
Additional Organics Cart Rental (35 gallon cart) after 4 TOTAL carts per cart per month	\$2.44	\$4.88	\$7.32	\$9.76	\$12.20	\$14.64	NA	
Additional Organics Cart Rental (64 gallon cart) after 4 TOTAL carts per cart per month.	\$2.44	\$4.88	\$7.32	\$9.76	\$12.20	\$14.64	NA	
1 yard	\$131.87	\$263.74	\$395.61	\$527.48	\$659.35	\$791.22	\$30.43	
2 yard	\$263.74	\$527.48	\$791.22	\$1,054.96	\$1,318.70	\$1,582.44	\$60.86	
3 yard	\$395.61	\$791.22	\$1,186.83	\$1,582.44	\$1,978.05	\$2,373.66	\$91.29	
<b>Garbage Compactors (Per empty)</b>								
Roll-off Compactor Tipping fee per ton		\$125.42		Roll-off Compactor Hauling charge			\$281.90	
Stationary FL (Per Compacted Yard)		\$108.93		Roll-off Compactor Special handling			Rates Vary	
<b>Other Charges</b>	<b>Service</b>	<b>Fee</b>		<b>Details</b>				
	Lock	\$25.00		Monthly fee				
	Box rental	Fees Vary		Minimum Bimonthly fee				
	Distance < 50ft	\$5.94		Monthly fee per cart, each way				
	Distance > 50ft	\$12.02		Monthly fee per cart, each way				

NOTE: Minimum service level is 32 gallons per unit or equivalent volume. Decrease to 20 gallon per unit is subject to company review and approval.

NOTE: Up to four (4) Organics carts provided at no additional charge. Additional carts may be rented for a nominal monthly fee.

NOTE: All container types and sizes may not be available depending on a variety of factors including safety, accessibility, and efficiency. Requests to be assessed and approved by Route Manager.

ONE TIME SERVICE FEES	Fee
Return Fee - BIN	\$75.00
Return Fee - CART -same day	\$10.00
Return Fee - CART -off day	\$25.00
Late Fee/Resume Service Fee	\$35.00
Contamination (BIN) Per Yard	\$50.00
Contamination (CART)	\$30.00
Overload/Compaction (BIN)	\$60.00
Overload/Compaction (CART)	\$25.00
Additional Empty Bag	\$15.00
Extra Bag Yard Waste	\$10.00
Additional Empty Garbage	Fees vary
Steam Clean (BIN)	\$95.00
Steam Clean (CART)	\$15.00
Steam Clean (COMPACTOR/ROLL-OFF)	\$225.00
Lock Set-up Admin Fee	\$25.00
Lock Single Use Fee	\$5.00
Lock Purchase Fee	\$20.00
Lock Bar Bin Set-up Fee	\$75.00
Overweight Charge Per Ton*	\$205.00
20 Gal Cart Replacement Fee	\$55.00
32 Gal Cart Replacement Fee	\$60.00
64 Gal Cart Replacement Fee	\$65.00
96 Gal Cart Replacement Fee	\$75.00
64 Gal Split Cart Replacement Fee	\$90.00
96 Gal Split Cart Replacement Fee	\$100.00
Bin Repair/Replacement Fee**	Fees vary by size up to

\*Boxes exceeding 300lbs/yard

\*\*Fees vary by size not to exceed current replacement value.

## CITY OF SAN RAFAEL

### NOTICE OF PUBLIC HEARING

The City Council of the City of San Rafael will hold a public hearing:

- PURPOSE:** Public Hearing: To consider a rate adjustment for Marin Sanitary Service for an increase of 5.49% for refuse collection and recycling services and adoption of a Resolution setting maximum rates for the year 2021. In addition, the Council will consider a resolution amending the Master Fee Schedule for an increase to the Refuse Impact Fee charged to Marin Sanitary Service to \$1,480,600 by 2023.
- DATE/TIME/PLACE:** Tuesday, January 19, 2021, at 7:00 p.m.  
Consistent with Executive Orders No.-25-20 and No. N-29-20 from the Executive Department of the State of California and the Marin County Shelter in Place Order, the San Rafael City Council hearing of July 20, 2020 will not be physically open to the public and the meeting will be streamed live to YouTube at [www.youtube.com/cityofsanrafael](http://www.youtube.com/cityofsanrafael). Instructions on how to participate online will be available on the YouTube channel. You will also be able to listen/speak by telephone. The number will be provided on agenda.
- WHAT WILL HAPPEN:** You may comment on the proposed rate increase and Resolution. The City Council will consider all public testimony and will then decide whether to approve the Resolution.
- IF YOU CANNOT ATTEND:** You may send a letter to City Clerk, City of San Rafael, P.O. Box 151560, San Rafael, CA 94915-1560 or by email [Lindsay.Lara@cityofsanrafael.org](mailto:Lindsay.Lara@cityofsanrafael.org).
- FOR MORE INFORMATION:** You may contact Cory Bytof, Sustainability Program Manager, at (415) 485-3407. Office hours are Monday through Friday, 8:30 a.m. to 5:00 p.m.

SAN RAFAEL CITY COUNCIL

/s/ LINDSAY LARA  
LINDSAY LARA, City Clerk



**SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY  
AGENDA REPORT**

Department: Finance Department

Prepared by: Nadine Atieh Hade  
Finance Director

City Manager Approval: \_\_\_\_\_

A handwritten signature in blue ink, appearing to be 'AS', written over a horizontal line.

**TOPIC: QUARTERLY INVESTMENT REPORT**

**SUBJECT: ACCEPTANCE OF SUCCESSOR AGENCY QUARTERLY INVESTMENT REPORT FOR THE QUARTER ENDING DECEMBER 31, 2020**

**RECOMMENDATION:** Accept investment report for the quarter ending December 31, 2020, as presented.

**BACKGROUND:** Pursuant to the State of California Government Code Section 53601 and the City's investment policy, last approved by the City Council on [September 15, 2020](#), staff provides the governing body a quarterly report on the Successor Agency's investment activities and liquidity.

**ANALYSIS:** The Successor Agency checking account had a balance of \$39,674 at quarter-end. These funds were available for the administration of the activities of the Agency, as well as for approved agency commitments.

**FISCAL IMPACT:** No financial impact occurs by adopting the report.

**RECOMENDATION:** Accept investment report for the quarter ending December 31, 2020, as presented.

**ATTACHMENT:**

1. Successor Agency Cash & Investment Report October through December 2020.

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FOR CITY CLERK ONLY

Council Meeting:

Disposition:

**TREASURER'S CERTIFICATION**

I CERTIFY THAT ALL INVESTMENTS MADE ARE IN CONFORMANCE WITH SUCCESSOR AGENCY'S APPROVED INVESTMENT POLICY AND STATE INVESTMENT REGULATIONS. THE SUCCESSOR AGENCY HAS SUFFICIENT LIQUIDITY TO MEET ALL OF THE OBLIGATIONS REQUIRED DURING THE NEXT SIX-MONTH PERIOD, SUBJECT TO OVERSIGHT BOARD APPROVAL OF OBLIGATIONS AND THE SUBSEQUENT TIMELY COUNTY DISBURSEMENT OF FUNDS.

A handwritten signature in blue ink that reads "Nadine Atieh Hade". The signature is written in a cursive style.

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Nadine Atieh Hade  
Finance Director

# SUCCESSOR AGENCY TO SAN RAFAEL REDEVELOPMENT AGENCY

CASH and INVESTMENTS

QUARTER ENDED 12/31/2020

ISSUER	PURCHASE TYPE	PURCHASE DATE	MATURITY DATE	YIELD	PURCHASE PRICE	PAR VALUE	MARKET VALUE	Days to Maturity	% OF TOTAL	AS OF
<i>CASH ACCOUNTS:</i>										
WESTAMERICA	DD	N/A	N/A		\$ 39,674.25	\$ 39,674.25	\$ 39,674.25	1	100.00%	10/31/2020
WESTAMERICA	DD	N/A	N/A		\$ 39,674.25	\$ 39,674.25	\$ 39,674.25	1	100.00%	11/30/2020
WESTAMERICA	DD	N/A	N/A		\$ 39,674.25	\$ 39,674.25	\$ 39,674.25	1	100.00%	12/31/2020
<b>TOTAL INVESTMENTS</b>					\$ -	\$ -	\$ -			
<b>TOTAL CASH &amp; INVESTMENTS - QUARTER-END BALANCE</b>					\$ 39,674.25	\$ 39,674.25	\$ 39,674.25		100.00%	

% Portfolio held 1 year or less

100%
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**TYPE:**

DD - Demand Deposit



**SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY  
AGENDA REPORT**

Department: Finance Department

Prepared by: Nadine Atieh Hade  
Finance Director

City Manager Approval: \_\_\_\_\_

A handwritten signature in blue ink, appearing to be 'AS'.

**TOPIC: RECOGNIZED OBLIGATION PAYMENT SCHEDULE (ROPS) FOR FISCAL YEAR 2021-22**

**SUBJECT: ACCEPTANCE OF ROPS REPORT AND AUTHORIZATION TO SUBMIT TO THE MARIN COUNTY SUCCESSOR AGENCY OVERSIGHT BOARD AND THE STATE DEPARTMENT OF FINANCE**

**RECOMMENDATION:**

1. Review and approve the annual ROPS for July 1, 2021 through June 30, 2022.
2. Authorize staff to submit the ROPS to the Marin County Successor Agency Oversight Board and the State Department of Finance.

**BACKGROUND:** Effective February 1, 2012, all redevelopment agencies throughout the State, including the San Rafael Redevelopment Agency (the "Dissolved SRRDA") were dissolved as a result of the State Supreme Court decision upholding ABx1 26 (the "Dissolution Act"). Under the provisions of the Dissolution Act, the City as successor agency to the Dissolved SRRDA must prepare, and the Oversight Board to the Successor Agency of the Dissolved SRRDA must adopt, a ROPS and Administrative Budget for an annual basis starting in January 2016 pursuant to SB 107.

**ANALYSIS:** The ROPS lists the payments required to meet the Successor Agency's obligations and serves as the Agency's budget. Funding of the Successor Agency's obligations are administered through Marin County after being received from the State. The ROPS must be approved by the Marin Countywide Successor Agency Oversight Board and the State Department of Finance before it becomes effective.

**FISCAL IMPACT:** No fiscal impact to the General Fund.

**ATTACHMENT:**

Recognized Obligation Payments Schedules (ROPS) for July 1, 2021 through June 30, 2022

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**FOR CITY CLERK ONLY**

**Council Meeting:**

**Disposition:**

**Recognized Obligation Payment Schedule (ROPS 21-22) - Summary  
Filed for the July 1, 2021 through June 30, 2022 Period**

**Successor Agency:** San Rafael

**County:** Marin

<b>Current Period Requested Funding for Enforceable Obligations (ROPS Detail)</b>	<b>21-22A Total (July - December)</b>	<b>21-22B Total (January - June)</b>	<b>ROPS 21-22 Total</b>
<b>A Enforceable Obligations Funded as Follows (B+C+D)</b>	\$ -	\$ -	\$ -
B Bond Proceeds	-	-	-
C Reserve Balance	-	-	-
D Other Funds	-	-	-
<b>E Redevelopment Property Tax Trust Fund (RPTTF) (F+G)</b>	<b>\$ 3,588,856</b>	<b>\$ 324,502</b>	<b>\$ 3,913,358</b>
F RPTTF	3,516,856	252,502	3,769,358
G Administrative RPTTF	72,000	72,000	144,000
<b>H Current Period Enforceable Obligations (A+E)</b>	<b>\$ 3,588,856</b>	<b>\$ 324,502</b>	<b>\$ 3,913,358</b>

**Certification of Oversight Board Chairman:**

Pursuant to Section 34177 (o) of the Health and Safety code, I hereby certify that the above is a true and accurate Recognized Obligation Payment Schedule for the above named successor agency.

\_\_\_\_\_  
Name Title

/s/ \_\_\_\_\_  
Signature Date

**San Rafael**  
**Recognized Obligation Payment Schedule (ROPS 21-22) - ROPS Detail**  
**July 1, 2021 through June 30, 2022**

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
Item #	Project Name	Obligation Type	Agreement Execution Date	Agreement Termination Date	Payee	Description	Project Area	Total Outstanding Obligation	Retired	ROPS 21-22 Total	ROPS 21-22A (Jul - Dec)					21-22A Total	ROPS 21-22B (Jan - Jun)					21-22B Total
											Fund Sources						Fund Sources					
											Bond Proceeds	Reserve Balance	Other Funds	RPTTF	Admin RPTTF		Bond Proceeds	Reserve Balance	Other Funds	RPTTF	Admin RPTTF	
								\$8,326,006		\$3,913,358	\$-	\$-	\$-	\$3,516,856	\$72,000	\$3,588,856	\$-	\$-	\$-	\$252,502	\$72,000	\$324,502
1	Series 1999 TA Bonds	Bonds Issued On or Before 12/31/10	12/01/1999	12/30/2022	US Bank	Bond Issue CABS paid 2018-2022	Central	3,510,000	N	\$1,440,000	-	-	-	1,440,000	-	\$1,440,000	-	-	-	-	-	\$-
2	Series 2002 TA bonds	Bonds Issued On or Before 12/31/10	12/01/2002	06/30/2022	US Bank	Bond issue Dec 2014	Central	1,269,813	N	\$628,675	-	-	-	615,606	-	\$615,606	-	-	-	13,069	-	\$13,069
3	Series 2009 TA Bonds	Bonds Issued On or Before 12/31/10	12/01/2009	06/30/2023	US Bank	Bond issue Dec 2014	Central	3,030,750	N	\$1,497,750	-	-	-	1,461,250	-	\$1,461,250	-	-	-	36,500	-	\$36,500
4	Bond indenture obligations 1999 TAB	Fees	12/01/1999	12/30/2022	US Bank	Bond issue	Central	-	N	\$-	-	-	-	-	-	\$-	-	-	-	-	-	\$-
5	Bond indenture obligations 2002 TAB	Fees	12/01/2002	06/30/2022	US Bank	Bond issue	Central	-	N	\$-	-	-	-	-	-	\$-	-	-	-	-	-	\$-
6	Bond indenture obligations 2009 TAB	Fees	12/01/2009	06/30/2023	US Bank	Bond issue	Central	-	N	\$-	-	-	-	-	-	\$-	-	-	-	-	-	\$-
7	Continuing Disclosure Services / Bond Admin	Fees	12/01/2009	06/30/2023	Wildan / U.S. Bank	Disclosure and Trustee Services	Central	25,000	N	\$12,500	-	-	-	-	-	\$-	-	-	-	12,500	-	\$12,500
9	Agency Admin cost allowance	Admin Costs	06/30/2011	12/30/2023	Agency Admin cost allowance	Agency Admin cost allowance	Central	300,000	N	\$144,000	-	-	-	-	72,000	\$72,000	-	-	-	-	72,000	\$72,000

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W
Item #	Project Name	Obligation Type	Agreement Execution Date	Agreement Termination Date	Payee	Description	Project Area	Total Outstanding Obligation	Retired	ROPS 21-22 Total	ROPS 21-22A (Jul - Dec)					21-22A Total	ROPS 21-22B (Jan - Jun)					21-22B Total
											Fund Sources						Fund Sources					
											Bond Proceeds	Reserve Balance	Other Funds	RPTTF	Admin RPTTF		Bond Proceeds	Reserve Balance	Other Funds	RPTTF	Admin RPTTF	
12	RDA Pension Obligation	Unfunded Liabilities	11/20/1972	06/30/2023	City of San Rafael	unfunded actuarial accrued liability 10 yr amortization schedule	Central	190,443	N	\$190,433	-	-	-	-	-	\$-	-	-	-	190,433	-	\$190,433
13	RDA OPEB obligation (FY17-18)	Unfunded Liabilities	11/20/1972	06/30/2023	City of San Rafael	unfunded actuarial accrued liability 9 yr amortization schedule	Central	-	N	\$-	-	-	-	-	-	\$-	-	-	-	-	-	\$-

**San Rafael**  
**Recognized Obligation Payment Schedule (ROPS 21-22) - Report of Cash Balances**  
**July 1, 2018 through June 30, 2019**  
(Report Amounts in Whole Dollars)

Pursuant to Health and Safety Code section 34177 (l), Redevelopment Property Tax Trust Fund (RPTTF) may be listed as a source of payment on the ROPS, but only to the extent no other funding source is available or when payment from property tax revenues is required by an enforceable obligation.

A	B	C	D	E	F	G	H
		<b>Fund Sources</b>					
		<b>Bond Proceeds</b>		<b>Reserve Balance</b>	<b>Other Funds</b>	<b>RPTTF</b>	
	<b>ROPS 18-19 Cash Balances (07/01/18 - 06/30/19)</b>	Bonds issued on or before 12/31/10	Bonds issued on or after 01/01/11	Prior ROPS RPTTF and Reserve Balances retained for future period(s)	Rent, grants, interest, etc.	Non-Admin and Admin	<b>Comments</b>
1	<b>Beginning Available Cash Balance (Actual 07/01/18)</b> RPTTF amount should exclude "A" period distribution amount.					-	
2	<b>Revenue/Income (Actual 06/30/19)</b> RPTTF amount should tie to the ROPS 18-19 total distribution from the County Auditor-Controller					4,010,195	
3	<b>Expenditures for ROPS 18-19 Enforceable Obligations (Actual 06/30/19)</b>					3,898,735	
4	<b>Retention of Available Cash Balance (Actual 06/30/19)</b> RPTTF amount retained should only include the amounts distributed as reserve for future period(s)						
5	<b>ROPS 18-19 RPTTF Prior Period Adjustment</b> RPTTF amount should tie to the Agency's ROPS 18-19 PPA form submitted to the CAC		No entry required			111,460	
6	<b>Ending Actual Available Cash Balance (06/30/19)</b> C to F = (1 + 2 - 3 - 4), G = (1 + 2 - 3 - 4 - 5)	\$-	\$-	\$-	\$-	\$-	

**San Rafael**  
**Recognized Obligation Payment Schedule (ROPS 21-22) - Notes**  
**July 1, 2021 through June 30, 2022**

Item #	Notes/Comments
1	
2	
3	
4	
5	
6	
7	
9	
12	
13	