



# GOALS & OBJECTIVES FY 2021-2022

**Status Report – June 21, 2022**

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## Council Goals and Objectives FY 2021-22 – Status Update

At the beginning of the fiscal year, the City Council approved a new set of [Goals and Objectives](#) in a reimagined format which included an Executive Summary that serves as a “statement of purpose” for the document, a graphic that put City services into a broader context of service providers, four key Policy Focus Areas, five City Service areas, a description of how we intend to begin measuring progress, a snapshot of the relative cost and intensity of the goals/objectives, and two lists of accomplishments – one for general and a separate one for just accomplishments related to COVID-19.

A year later, COVID-19 continues to impact City service delivery, current case rates are still high, and the City remains in a City Council-proclaimed state of emergency. For these reasons, along with the long-term nature of the four key Policy Focus Areas, the City Council will continue to use the current Goals and Objectives document for the coming fiscal year. This “Status Update” is an attempt to bring the document up to date by including past actions and upcoming steps. For ease of illustration, it is divided into the original Policy Focus Areas (blue charts) and City Service Areas (green charts). As a reminder, the key for the below symbols, included in the Goals and Objectives document, are:

**Key**

Symbol	Description
\$	Under \$50K
\$\$	\$51K to \$150K
\$\$\$	\$151K to \$300K
\$\$\$\$	Over \$300K
Ω	One department and/or low time intensity
ΩΩ	Two departments and/or medium time intensity
ΩΩΩ	Three departments and/or high time intensity
ΩΩΩΩ	Several departments and/or very high time intensity

### POLICY FOCUS AREAS

#### Economic Recovery

Goals	\$	Ω
<b>Economic Recovery Plan</b>	\$\$	ΩΩΩ
<b>General business support</b>	\$	ΩΩ
<b>Economic development programs</b>	\$\$\$	ΩΩΩ
<b>Business support programs</b>	\$	ΩΩ
<b>Revenues for economic development</b>	\$	ΩΩ

**Economic Recovery Plan.** Working with our partners, in particular the San Rafael Chamber of Commerce and the Downtown Business Improvement District (BID), the City defined a scope of work, requested proposals, interviewed firms, and at the June 21, 2022 City Council meeting will consider a contract with Kosmont Companies to facilitate the Economic Development Strategic Plan. The Plan will prioritize



actions and guide future investments with our partners and will address all of San Rafael such as downtown, East San Rafael, Terra Linda, etc.

**General Business Support.** After previously raising funds for a San Rafael small business grant program, the City contracted with the Small Business Development Center (SBDC) and the San Rafael Chamber of Commerce to provide direct business support to local businesses such as identifying and assisting with grant and loan programs as well as general business support counseling.

**Economic Development Programs.** The City completed the “Going the Extra Mile” focus groups with the San Rafael Chamber of Commerce. These focus groups provided insights on the ongoing effects of the COVID-19 pandemic in the business community. Additional programs will result from the Economic Development Strategic Plan and could receive partial funding through the American Rescue Plan Act.

**Business Support Programs.** Some examples include: the streetaries program for City Council consideration on June 21, 2022, Dining Under the Lights, Mayor Kate’s Walkabouts, awareness campaigns such as “Shop Local” and “Life in San Rafael,” and a significant purchase of new trash receptacles to assist with cleanliness. Additional beautification recommendations will be presented for City Council consideration this fiscal year.

**Revenues for Economic Development.** Staff explored new revenues to fund economic development and, instead of proposing to increase the Transient Occupancy Tax or create a tourism-based visitor assessment, staff will focus on the American Rescue Plan Act funds, and also explore ways to enhance the cannabis program over time to increase revenues.

## Racial Equity

Goals	\$	👤
"Not in Our Town" (NIOT)	\$	Ω
Internal city equity audit	\$\$\$	ΩΩΩΩ
Racial equity training	\$	ΩΩΩΩ
Public art process	\$	ΩΩ
Racial and Identity Data	\$	Ω

**"Not in Our Town" (NIOT).** The City formally supported “Not in Our Town,” a leading anti-hate organization and on November 20, 2021 declared United Against Hate week, supporting anti-hate activities through business contacts, school support, getting out information, etc. The City Council significantly increased the number of formal proclamations such as for LGBTQ+, Asian American Pacific Islander Heritage, Jewish American Heritage, Older Americans, Black History Month, and many other communities.

**Internal city equity audit.** On May 16, 2022, the City Council approved an agreement with BCT Partners to perform an Equity Audit on the City’s policies, programs, and practices. Background work has begun and staff will also be incorporating best practices from other jurisdictions and organizations (e.g. Dominican University). In addition, the City created a new model for communication with residents that




have traditionally been underrepresented in civic business. Also, the city manager’s e-newsletter is, for the first time, now in English and Spanish. The e-newsletter has a wide circulation and staff will be working to increase the readership in both English and Spanish formats.

**Racial equity training.** The City has conducted on-line and in-person equity training for groups of staff. Additional training has not yet taken place but is expected to be a significant action item resulting from the internal Equity Audit.

**Public art process.** On May 16, 2022, the City Council established a public art program and approved the formation of a Public Art Review Board. The City Council had previously approved two public art projects as part of the pilot program, the Canal Arts Initiative and the San Rafael Social Justice Community Arts Group.

**Racial and Identity Data.** The San Rafael Police Department started collecting this AB 953 data prior to the required date and publishes all the data on its website.

### Housing and Homelessness

Goals	\$	
<b>Update to Housing Element</b>	\$\$\$	ΩΩΩ
<b>Protect low-income renters</b>	\$	ΩΩ
<b>Facilitate new housing</b>	\$\$\$\$	ΩΩ
<b>Support Coordinated Entry</b>	\$\$	ΩΩ
<b>Homelessness programs</b>	\$\$\$	ΩΩΩ

**Update to Housing Element.** The City held a community kickoff meeting in November 2021 and the San Rafael Housing Element Working Group has been meeting monthly since December 2021, with the intent to gather additional feedback and complete the Housing Element this calendar year. Meetings have been open to the entire community. The Housing Element will cover the period from 2023-2031.

**Protect low-income renters.** The City played a key role on the Canal Policy Working Group and formally supported the Group’s work by Resolution, enacted a rent freeze for those most disproportionately impacted by COVID-19, adopted an eviction moratorium, and will consider an extension to the eviction moratorium on June 21, 2022. Work continues on other efforts identified through the group.


**Facilitate new housing.** In March 2022, the City Council approved \$2.6 million in funding through the City’s Affordable Housing Trust Fund to support the Vivalon project at 999 Third Street, permanent supportive housing at 3301 Kerner Boulevard, Homeward Bound’s Mill Street 2.0 project, and the Canal Alliance resulting in about 140 new affordable units.

**Support Coordinated Entry.** The City continued to support the countywide Coordinated Entry system. Since fall 2017, 486 people have been housed in permanent supportive housing and 94% are still housed.



**Homelessness programs.** In July 2021, the City created the “Service Support Area” at the location of an existing homeless encampment and, with our partners, intensified services to assist people in getting housed. The City also contributed \$260K to a regional effort to increase social worker/case management services. The City was also successful in obtaining a \$522K Encampment Resolution Fund grant from the State of California for additional case management services.

## Sustainability, Climate Change, and Disasters

Goals	\$	
<b>Adaptation planning</b>	\$\$\$\$	ΩΩΩΩ
<b>Electric vehicle (EV) strategy</b>	\$\$	ΩΩ
<b>Greenhouse gas reduction</b>	\$	ΩΩ
<b>Wildfire Prevention Plan</b>	\$\$\$\$	ΩΩΩΩ

**Adaptation planning.** The City Council declared a Climate Emergency in September 2021 and subsequently secured commitments for grants totaling about \$750K for adaptation assessments for sea level rise in East San Rafael with a focus on the Canal Neighborhood and is in the process of hiring a full-time Climate Adaptation and Resilience Planner to conduct a citywide adaptation planning process and oversee the sea level rise adaptation assessments.


**Electric vehicle (EV) strategy.** This has not yet taken place, but in the coming fiscal year, the City will work with the Transportation Authority of Marin and other community partners to develop an EV strategy for San Rafael, including increasing EV’s and EV charging infrastructure at City facilities and in the community.

**Greenhouse gas reduction.** This goal related to the business ecosystem. The City has completed an initial engagement for an Equitable Low-Carbon Economy project paring climate action with economic development and developed draft goals and metrics. Also, the City developed a new refuse and recyclable materials ordinance requiring mandatory organics recycling for compliance with SB 1383.

**Wildfire Prevention Plan.** In May 2022, the City Council received a status report on the 38-point Wildfire Prevention and Protection Action Plan, amended the smoking ordinance to prohibit smoking in open space and require designated smoking areas in multi-family housing complexes, and required the replacement of wood roofs.

## CITY SERVICE AREAS

### Goal A: Neighborhood and Economic Vitality

Goals	\$	
<b>Online permitting</b>	\$\$\$	ΩΩΩ
<b>Virtual building inspections</b>	\$	ΩΩ
<b>Cannabis Program</b>	\$	Ω
<b>Implement General Plan 2040</b>	\$	ΩΩΩ



Goals	\$	Person
<b>Business licenses</b>	\$	ΩΩ
<b>Life in San Rafael</b>	\$	ΩΩ

**Online permitting.** Work is continuing on a new permitting and land management software system to replace Trakit. The City is supporting inter-departmental teams in research, gathering technical requirements, vendor research, and usability testing during the selection and implementation of a replacement system.

**Virtual building inspections.** The City implemented a “virtual public counter” so applicants can connect with staff members from Building, Planning, Public Works, and Fire at the same time to streamline input and review documents in real time. Thus far, the City has not found an adequate option for virtual inspections that can address complexity of inspections and lighting and logistical issues but will continue to monitor projects as products improve.

**Cannabis Program.** The City supported the cannabis license program and quarterly tax collection, conducted compliance visitations, tracked state legislation, and updated necessary codes to sync with State licensing requirements.

**Implement General Plan 2040.** The City Council, in July/August 2021, adopted the General Plan 2040 and the Downtown Precise Plan, which includes objective standards that will make it easier and more streamlined for residential development to take place in downtown. The City updated existing and created new housing policies, including new ordinances for Accessory Dwelling Units (ADUs) and new adopted review guidelines for SB9 applications – with further detail to be presented summer 2022.

**Business licenses.** The City continues to research solutions for an easy to use product and will likely be integrated into the permit tracking system. Meanwhile, planning and finance have worked together to create a homeowners’ guide and checklist to help facilitate the business license process.

**Life in San Rafael.** The City created a new Life in San Rafael social media and business awareness campaign focused on promoting small businesses with unique features and professional photography.

### Goal B: Quality of Life

Goals	\$	Person
<b>Parks and Recreation Master Plan</b>	\$\$\$	ΩΩ
<b>New Downtown Library</b>	\$\$	Ω
<b>Age-Friendly Strategic Plan</b>	\$	ΩΩΩΩ
<b>Virtual Library Programs</b>	\$	Ω
<b>Reduce Litter</b>	\$	ΩΩ
<b>Sun Valley Playground</b>	\$\$\$\$	ΩΩ
<b>Public parking facilities art</b>	\$	ΩΩ



**Parks and Recreation Master Plan.** A Parks and Recreation Master Plan, to better determine the City’s related goals and priorities, was included as a goal in the General Plan 2040 and is now underway with an expected completion date of Winter/Spring 2023. It will provide a guide to further develop City parks and recreational programs, create and maintain funding, and set priorities for the future.

**New Downtown Library.** Conceptual design was completed to evaluate the use of Albert Park as a potential joint library and community center. Further exploration put the focus on the Carnegie site and the City is exploring whether to expand the Carnegie and build new amenities, which would require a significant new investment through a ballot measure, or simply to maintain the existing undersized building.

**Age-Friendly Strategic Plan.** The City continues to work with our partners to implement the age-friendly strategic plan. Additionally, a \$7,000 funding request has been included in the fiscal year 2022-2023 budget to support trainings on ageism and activities to address social isolation.


**Virtual Library Programs.** The library continues to offer multiple opportunities for virtual access and experiences through efforts such as: a virtual English as a Second Language club, virtual book clubs, and popular programming (such as All Things Apple, Zentangle, and Art Talks) offered on-line. The library has also relaunched in-person storytimes, virtual reality programming, and a new “book a librarian” program, for those that need extended time with a library staff member.

**Reduce Litter.** The City conducted additional litter cleanups and community engagement around trash and litter issues in the Canal neighborhood. The Volunteer Program and San Rafael Clean campaign will work with residents and businesses to enable more regular cleanup efforts and crowd-sourced solutions to reduce the upstream causes of litter.

**Sun Valley Playground.** Through the Prop 68 Per Capita Grant Program and Measure A, the City secured funding for the replacement of the playground at Sun Valley Park and ADA accessibility improvements. Staff is currently soliciting community input through an in-person event at Sun Valley Park and an online survey. The final design will be presented to the Park & Recreation Commission this summer, with construction slated to begin in the Fall/Winter 2022.

**Public parking facilities art.** Parking Services continues to participate in the Downtown Cultural Arts District through public art at parking garages/lots. Specifically the Parking Division plans on collaborating with the Arts District or Youth in Arts to beautify some of our parking assets.

### Goal C: Public Safety

Goals	\$	
Emergency medical services	\$	ΩΩ
Resiliency training	\$	ΩΩ
Expand mobile crisis team	\$\$\$	ΩΩ
Multi-hazard capabilities	\$\$	ΩΩ
Diverse workforce	\$	ΩΩ
Fire Stations 54 and 55	\$\$\$\$	ΩΩ



**Emergency medical services.** A working group consisting of chief officers, human resources personnel, labor association representatives, fire captains, and line paramedics will continue to meet regularly to identify strategies to improve emergency medical service levels to meet the increasing demand for services and provide for the delivery of those services in a fiscally responsible manner.

**Resiliency training.** The Police Department, in cooperation and partnership with San Rafael Fire, facilitated training sessions covering critical incident stress management, wellness, and resiliency for front line personnel. This accomplishment, including on-going training and the creation of a “Peer Support” team creates a “culture of care” for public safety personnel, developing a focus of care, compassion and a focus of resiliency for department staff. Additionally, training in Emotional Intelligence has been provided to Command and Supervisory Staff and may extend to all personnel.


**Expand mobile crisis team.** The City will consider an Alternate Response Team (ART) planned for the July 5, 2022 City Council meeting to be synergetic with the County’s mobile crisis team and to increase mental health and crisis support in San Rafael.

**Multi-hazard capabilities.** City staff participated in two functional Emergency Operations Center (EOC) exercises and received EOC-section specific training. The City participated in the update to the County Emergency Operations Plan (EOP), issued an RFP for an update to the City EOP, and continues work to implement and update the Multi-Jurisdictional Hazard Mitigation Plan (MJLHMP) and apply for related grant funds. Over 15,000 defensible space evaluations were completed, parking boxes approved with implementation underway, increased emergency alert registrations, implemented Zonehaven evacuation tool, and conducted multiple community meetings and trainings. Staff will work with Marin County agencies to align with, adopt, and enforce the 2022 California Fire Code with, with amendments.

**Diverse workforce.** In May 2021, department leadership developed a “recruitment team” represented by a cross-departmental team from multiple levels of rank and assignment within the City. The team is comprised of 70% of female members and 43% of the team included people of color. The SRPD recruitment team has employed an inclusive strategy of reaching out to a diverse candidate pool in an effort to find candidates of high quality that further the mission of SRPD to diversify our ranks.

**Fire Stations 54 and 55.** The City Council approved the contracts to replace Fire Station 54 and Fire Station 55 in October 2021. Both projects are under construction and on schedule. Their completion will mark the successful conclusion of Phase II of the Essential Facilities replacement program. Phase I included the Public Safety Center including Fire Station 51 and the complete replacement of Fire Station 52 and 57.

### Goal D: Public Assets

Goals	\$	
Improvements on Third Street	\$\$\$\$	Ω
Expand the Canal Wi-Fi	\$\$\$	ΩΩΩ
Traffic signal upgrades	\$\$\$	ΩΩ





Goals	\$	Person
Street Tree Ordinance	\$	ΩΩ
Southern Heights Bridge	\$\$\$\$	ΩΩ
Relocation of Bettini Transit Center	\$\$\$\$	ΩΩ
Form ESR Parking Task Force	\$\$\$\$	ΩΩΩ
San Rafael Channel dredging	\$\$\$\$	ΩΩ

**Improvements on Third Street.** The 18-month Third Street improvement project is under construction and includes City, San Rafael Sanitation District, Marin Water, and PG&E improvements to upgrade safety, infrastructure, and multi-modal traffic needs. Among other things, the project is focused on traffic, bicycles, and pedestrian access; rehabilitation of pavement; upgrading curb ramps for accessibility; upgrading traffic signal infrastructure; and replacing water and sewer lines.

**Expand the Canal Wi-Fi.** The City continues to work with Digital Marin on expanding the WiFi network. Also, the City joined the Waze For Cities Program to enable the Police Department and Department of Public Works to share information with Waze users about road closures, events, and the location of responding emergency vehicles.

**Traffic signal upgrades.** The City continued the upgrade of traffic signals with battery back-up units and initiated a state-of-the-art emergency vehicle preemption program. Also, the Idea Grant Signal Upgrade project was completed making San Rafael a “Smart City”.

**Street Tree Ordinance.** The street tree ordinance is currently in draft form and will be brought for City Council consideration in summer 2022.

**Southern Heights Bridge.** The Southern Heights Bridge reconstruction is complete and is once again in use. The wood bridge was replaced with a concrete bridge that is both seismically safe and wide enough for emergency vehicles.


**Relocation of Bettini Transit Center.** The City Council approved comments on the draft Environmental Impact Report and staff is working collaboratively with all of the transit agencies involved in this effort including the Golden Gate Bridge, Highway, and Transportation District; Transportation Authority of Marin; Marin Transit; and the Sonoma Marin Area Rail Transit.

**Form East San Rafael Parking Task Force.** The Task Force has been formed and is continuing their work to identify additional strategies to make parking improvements in addition to the strategies that have already been implemented from the East San Rafael Parking Study such as time limited parking and additional striped parking.

**San Rafael Channel dredging.** Earlier this year, the President HR2471 which included \$6.75 million for dredging of the San Rafael Channel. The funds were appropriated under the US Army Corps of Engineers 2022 operation and maintenance work plan. The Army Corps is working on a timetable for the dredging with a bid opening planned on June 21, 2022.



## Goal E: Foundational Services

Goals	\$	
<b>Complete redistricting process</b>	\$\$	ΩΩ
<b>Ensure hybrid meeting model</b>	\$\$	ΩΩ
<b>Boards and Commissions</b>	\$	ΩΩ
<b>Enterprise Resource Planning</b>	\$\$\$\$	ΩΩΩΩ
<b>Master Fee Schedule</b>	\$\$	ΩΩΩΩ
<b>"Together San Rafael"</b>	\$	ΩΩΩΩ

**Complete redistricting process.** The redistricting process was completed in 2022 using 2020 US Census data. The districts were created recently in San Rafael and met all of the required conditions, so the Council elected to leave them unchanged.

**Ensure hybrid meeting model.** Earlier this year, the Council implemented a hybrid meeting model in the Council Chambers so that the public can attend in-person or virtually. This model is now in the works for the Boards and Commissions.

**Boards and Commissions.** The City made a number of improvements and standardizations to the Boards and Commissions at the June 6, 2022 City Council meeting – including having four Planning Commissioners appointed by district and three at-large.

**Enterprise Resource Planning.** Planning continues to replace the EPR which currently relies on manual entry, imports and exports of CSVs, paper-based processes, and disparate solutions for maintaining financial records and reporting for incoming revenue and budgeting. A modern system that is designed with users at the center will greatly improve operational efficiency and management practices across the City.

**Master Fee Schedule.** The Master Fee Schedule has not been updated overall, but fees were updated in multiple departments including a comprehensive review of Library and Recreation Department fees, the paramedic tax, traffic mitigation fee, and other minor adjustments. A fee study has been completed for fees associated with development review to cover planning, building, fire, and engineering costs. A fee update for these fees will take place in the coming fiscal year.

**Together San Rafael.** Digital Service and Open Government staff created and implemented the “Innovation Lab” program which was designed to provide internal skill building and an approachable way for employees to learn about process improvement techniques. Through a series of trainings, City of San Rafael staff are learning how to make their processes run smoother in order to continuously improve the quality and efficiency of city service delivery without adding costs or requiring more resources. The Innovation Lab trained over 50 City employees across departments. Staff developed innovations in their own processes that were simple, practical, and repeatable in order to better serve the City of San Rafael.



## II. Measuring our Goals and Objectives FY 2021 – 2023

### Background

The City of San Rafael is in the process of formalizing a data-driven approach to the implementation of our goals and objectives. Current city goals and objectives focus on high level policy priorities, such as Economic Recovery and Racial Equity, as well as specific projects and initiatives that the City will undertake in service of those policy priorities. In June 2021, the City identified the following needs:

- We would like more clarity into how progress is being made against goals and objectives. How do we know if we're on track?
- While projects are thematically related to Council's policy priorities, we would like a way to measure the impact of short-term project-based work against long term policy objectives. How do we know if we are moving the needle?

To meet these needs, the City has spent the last six months socializing performance measurement practices and techniques with staff and defining useful measures to track progress towards the Council's four policy objectives.

### FY 2022-2023 Steps

Over the next year, the City will:

- Collect and measure data to determine the current state for each of the identified metrics
- Identify any data quality issues, and adjust metrics if necessary
- Analyze metrics over time to determine trend lines
- Set targets and stretch goals for each of the metrics if targets are not already defined by the City or relevant departments. The targets will be informed by the baseline and trend lines for each metric
- Align projects and initiatives to desired metrics and use data to see if those projects are making a meaningful difference

### Performance Metrics

City staff have identified 15 metrics to start collecting, measuring, and analyzing in the next fiscal year to track progress towards the Council's key policy areas. In addition to these 15 metrics, City staff are tracking other metrics internally that measure performance towards department specific goals and objectives.

We will report progress against the 15 metrics described below to Council at least twice a year with the mid-year and annual budget reports.



## Measuring our Goals and Objectives FY 2021 – 2023

### Performance Metrics

Policy Area	Metric	Description
Economic Recovery	Foot Traffic Downtown	Average number of times pedestrians use crosswalks on Fourth Street. This metric can be calculated daily, weekly, and/or monthly and shown as a time series.
Economic Recovery	Number of Approved Business License Applications	Number of business license applications approved by the City. This metric can be shown monthly, quarterly, or yearly, and shown as a time series.
Economic Recovery	Revenue of Local Businesses	Total annual revenue reported by businesses based in San Rafael when applying or renewing their business license. This metric can be broken down by business type.
Economic Recovery	Occupancy Rate of Storefronts	Percent of storefronts occupied over time in San Rafael. This metric can be broken down by neighborhood and calculated weekly, monthly, or quarterly.
Racial Equity	Community Resilience Estimates for Equity in majority POC vs. majority white census tracts	A Census indicator created to measure the capacity of individuals and households within a community to absorb the external stresses of a disaster. The estimate is modeled using 10 resilience-related risk factors: income to poverty ratio, single or zero caregiver household, crowding, communication barriers, employment, disability status, health insurance coverage, being aged 65 or older, vehicle access, and broadband internet access. Updated annually.
Racial Equity	Diversity of City Workforce	Self-identified race/ethnicity data of City staff submitted to HR upon hire.
Racial Equity	Average business revenue in majority white vs. majority POC Census Tracts	Total annual business revenue divided by number of businesses in majority white vs. majority POC census tracts.



<b>Policy Area</b>	<b>Metric</b>	<b>Description</b>
Sustainability, Climate Change, and Disasters	Greenhouse gas emissions	Percentage change in Greenhouse Gas Emissions in San Rafael relative to emissions in 2005.
Sustainability, Climate Change, and Disasters	Percent of residents and businesses composting organics	Percent of residents and businesses composting organics as reported for SB 1383.
Sustainability, Climate Change, and Disasters	Percent of properties in compliance with Citywide standards to reduce wildfire risk	Percent of properties in compliance with SRMC 4.12 Citywide Vegetation Standards based on individual property evaluations and reporting.
Sustainability, Climate Change, and Disasters	Percent of residents signed up for emergency alerts	Percent of registered San Rafael users of Nixle and AlertMarin.
Housing and Homelessness	Number of tents/structures in encampments	Number of tents/structures in encampments, as noted by the SRPD and rangers.
Housing and Homelessness	Number of people transitioned to Permanent Supportive Housing	Number of Marin County residents transitioned to Permanent Supportive Housing.
Housing and Homelessness	Housing units entitled and housing units produced by unit income level	Number of housing units within housing developments or projects that have received all the required land use approvals or entitlements necessary for the issuance of a building permit by unit income level, and the number of units that receive a final inspection/certificate of occupancy by unit income level.
Housing and Homelessness	Number of deed-restricted affordable units	Number of units that have a use-restriction limiting the rent or purchase price and requiring occupancy by low-income renters/buyers for a period of time.