



REPORT TO 2023-2031 SAN RAFAEL HOUSING ELEMENT WORKING GROUP

Subject: Evaluation of Housing Goals, Policies, and Programs

EXECUTIVE SUMMARY

The next meeting of the Housing Element Working Group will be on January 20, 2022 from 4 to 6 PM. The meeting will start with a primer on goals, policies, objectives, and programs. We will then ask each Working Group member to identify one program in the existing Housing Element they think is working well, one they think is not working, and one they'd like to add. Please review Attachment 3 in your agenda packet so you can participate in this exercise. The last hour of the meeting will be focused on identifying housing goals to be included in the new Element.

REPORT

A. Goals, Policies, Programs, and Objectives

Staff will explain the distinction between goals, policies, programs, and objectives. In a nutshell:

- A “goal” is an aspirational statement about a desired outcome or ideal future condition (such as ending homelessness)
- A “policy” provides guidance to decision-makers on topics related to a goal. Policies shape the day-to-day decisions made by staff, the City Council, City commissions, and others about how the City operates and how resources are allocated.
- A “program” identifies the specific steps to be taken to implement a policy, either on a one-time basis or an ongoing basis. Programs can be assigned to particular departments and used to track progress.
- An “objective” is a measurable target that can be used to evaluate the City’s progress toward implementing its policies and programs. State law requires that every Housing Element include quantified objectives for housing production and rehabilitation for each income group.

B. What’s Working and What’s Not?

The State Government Code requires that every Housing Element include an evaluation of the City’s progress toward implementing its Housing policies and programs. This includes an evaluation of whether existing policies and programs should be carried forward, deleted, or edited. Staff has completed this evaluation for the 2015-2023 Element (See Attachment 3). We have formatted the evaluation to give each member of the Working Group a chance to weigh in.

Attachment 3 is formatted as a table. Column 1 indicates the goal, policy, or program number. Column 2 indicates the goal, policy, or program text, exactly as it appears in the adopted Housing Element. Column 3 indicates the *preliminary* staff evaluation of the goal, policy, or program, as well as information on the City's progress and activities related to the topic. This includes guidance on whether the goal, policy, or program should be retained, and where new goals, policies and programs may be needed. Column 4 of the document provides space for you to weigh in. We've provided the document in Word so that you can add your own thoughts and ideas about housing goals, policies, and programs.

Please take a moment to review this document. As you do, please identify **one program** (or more, if you like) that you think is working particularly well. Please also identify **one program** (or more, if you like) that you think is **not** working well. Finally, please think of at least one program (or more, if you like) that you'd like to see added to the Housing Element. **We will be asking you to share your thoughts with the group when we meet on Thursday.**

This is intended to be an ice-breaker to jumpstart our discussion of housing goals, and not the final say on our goals, policies, and programs. We will be coming back to the evaluation worksheet throughout our meetings and modifying it over time.

We also invite and encourage you to provide additional thoughts and ideas in the fourth column of the table. We would love your input on as many of the policies and programs as possible, including changes the City should consider over the next eight years. Please add your comments and save the spreadsheet with your name in the title and send it back to: barry.miller@cityofsanrafael.org. The deadline for completing this "extra credit" assignment is January 31, 2022.

C. New Housing Goals for San Rafael

The major item on our agenda is a discussion of possible new housing goals for San Rafael. Right now, the City has two goals in its adopted Housing Element. These are:

- A strong sense of community and responsibility in meeting housing needs
- An adequate housing supply and mix that matches the needs of people of all ages, income levels, and special requirements

Attachment 4 contains housing goals from several other cities as a benchmark for comparison. The goals are taken from cities with Housing Elements that have recently been certified by the State Department of Housing and Community Development or cited as good examples of "best practices" in Housing Elements. Please have a quick look at the goals.

We look forward to your ideas about how San Rafael can strengthen its Housing Element for 2023-2031 and articulate its goals for the future.